

# KELMSCOTT MANOR

Audience Research  
Project 2014

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KELMSCOTT  
MANOR

SOCIETY OF ANTIQUARIES OF LONDON



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# Part One: Introduction

## The History of Kelmscott Manor

Kelmscott Manor, the onetime summer retreat of William Morris, lies just to the north of the River Thames, near the Oxfordshire-Gloucestershire border. The oldest sections of the Manor were built in the late 16<sup>th</sup> to early 17<sup>th</sup> century by Thomas Turner, a local farmer, whose grandson of the same name added a new wing to the building around 1660. The Manor remained in the family until the second half of the 19<sup>th</sup> century, when James Turner was succeeded by a cousin, Robert Hobbs. It was during Robert Hobbs' ownership of the Manor that William Morris and Dante Gabriel Rossetti took up a joint lease in 1871. Following William Morris's death in 1896, his wife Jane continued to rent the property until 1913 when she purchased the freehold of both the Manor and its associated lands. Following her death in 1914, the Manor passed to her daughter May, who continued to own (and eventually live permanently at) Kelmscott until her death in 1938. The Manor was left to Oxford University in May's will but following difficulties with both conserving and leasing the property the University transferred ownership over to the residuary legatees, The Society of Antiquaries of London, who continue to own and run the Manor to this day.

## The Visitor Experience

Today, the site at Kelmscott consists of the Manor itself, the surrounding gardens, two large 17<sup>th</sup> century stone barns and a contemporary dovecot, a 19<sup>th</sup> century brick and stone granary, and a large meadow containing another 17<sup>th</sup> century barn. The two stone barns in the farmyard contain the introductory exhibition, and the tearoom and toilets respectively, while the shop is located in the old granary.

Able-bodied visitors arrive at the car park, which is currently in a field located about 10 minutes' walk from the Manor, while disabled visitors and staff make use of the yard and meadow at the Manor for parking. Visitors can also drive up to the Manor to drop off any less able-bodied members of their party, before returning to the main car park themselves. Following the walk through the village, the visitors arrive at the main gate, situated to the east of the site. Upon arrival visitors are welcomed by a volunteer who presents them with a map of the site and provides an overview of the points of interest at Kelmscott. They are then directed to the ticket office to purchase their tickets, which are allocated to particular time slots, as a means of easing congestion inside the Manor.

Once inside the Manor, guests are presented with a room guide, which provides basic information on the collections on display, before following a broadly one-way route through the house's three floors. Stewards are positioned in every room to answer questions and provide further information on the artworks, objects and characters which guests encounter as they explore the house. Though entry is timed, once inside visitors may take as long as they wish inside the Manor.

Outside the Manor itself, guests are encouraged to make full use of the site's facilities including the tearoom, which offers a range of hot and cold drinks, snacks, cakes and lunches, and the shop which stocks a range of homewares, books and William Morris inspired gifts. Volunteers often recommend to guests a visit to the Thames, as well as the church and other buildings of interest in the village, such



as the William Morris Memorial Cottages. Recently, annotated maps have been made available, for a small voluntary donation, to enhance this experience for visitors.

Kelmscott is currently open to the public on Wednesdays and Saturdays, Thursdays being dedicated solely to groups and coach parties.

## The Aims of the Project

The Audience Research project has arisen out of a number of specific conservation, accessibility and facility-based concerns relating to Kelmscott Manor, including:

- ❖ The number of visitors to the site, including questions of what the maximum capacity of the Manor may be, the potential benefits and disadvantages of increased visitor numbers, and the ability of the various facilities on site to cope with greater numbers of users
- ❖ The demographics of the visitor base, including questions of how the Manor can both attract and cater for currently underrepresented groups
- ❖ The state of the onsite facilities, including the toilets (specifically the ladies' which are currently considered inadequate), the tearoom, shop and exhibition space
- ❖ The accessibility of the site, including car parking provision, as well as signage both to the site generally, and for specific points around the site such as drop-off and disabled parking
- ❖ The aesthetics of the site, including how factors such as staff parking in the main farmyard may impact on visitor experience of the Manor
- ❖ The website, including how it may be used both to gather audience feedback on the Manor, events, and the website itself, and as a tool for attracting potential investment from past or potential visitors to the Manor

The aims of the Audience Research Project at Kelmscott, then, are several, and stem primarily from the above concerns. The main foci of the project are:

- ❖ To investigate the demography of the visitor base at Kelmscott, include age and sex breakdowns of visitors, frequency of repeat visits, uptake of voucher offers etc., as well as the 'catchment area' of the site (i.e. the distances most visitors travel to see the Manor)
- ❖ To investigate audience perception of multiple aspects of the Manor experience, including the exhibition space, the tearoom, the shop, the car park and other facilities
- ❖ To compare the data collected on audience perception to some of the existing aims of the management at Kelmscott, as a means of gauging audience support for those aims
- ❖ To utilise the data collected on audience perception to provide suggestions for potential future developments, projects and investments by the Manor over the short, medium and long term
- ❖ To collect contact details from visitors, where permitted, create a mailing list for keeping Manor guests updated on events and encourage uptake of the Founding Friends scheme
- ❖ To establish a series of online surveys to collect information on areas including the online shop, foreign visitors and their potential willingness to contribute to the running of the Manor, awareness of the work of the Society of Antiquaries and perception of the website itself

The 2014 Audience Research Project, by following the steps outlined in this second list, hopes to address and provide some first tentative answers to the questions raised in the first.

## Part 2: Methodology

The following section outlines the main methods by which the data collection was carried out, namely the surveying that took place over a two month period on a range of aspects of the Kelmscott site and experience. Each of the surveys was conducted in a slightly different manner and so their respective methods are outlined below. Also included is a consideration of the potential shortcomings of each method, as well as suggestions for the potential future development or continuation of each survey. A copy of each of the surveys is included in the Appendices.

### Demographics

The Demographic Survey was conceived of to provide basic, but vital, information on the makeup of visitors to Kelmscott Manor. The original survey contained questions on the size of group, ages and sexes of the group members, where the visitors had travelled from on the day, whether they had visited before, and whether any of their party were Friends of the Manor. The survey was later expanded to differentiate between where a group travelled from on the day and where they were originally from, and a question was added on whether the visitors were making use of the Travelzoo voucher offer.

The survey was conducted over four open days at Kelmscott, comprising two Wednesdays and two Saturdays. The data were collected by an intern positioned by the main ticket office asking visitors to answer the brief set of questions. The sample was effectively random as the intern would simply ask as many guests as possible to complete the survey, so those missed out represent only those people who purchased tickets and left the area while another group was being questioned, or those that refused to share their details. The former should not affect the representativeness of the survey, as they would not belong to any kind of characteristic group, and the same is likely true of the latter (as to whether or not those unwilling to share their details are demographically similar is beyond the scope of the report, but at any rate they represent a very small number of those surveyed). A total of 319 individuals are represented in the data, making up 119 discrete groups.

It would be desirable, if possible, to complete surveys of this kind over a complete open season, to ascertain any shifts in the demography of visitors over the course of a year, and possible reasons behind such trends. As the period of data collection represented here was limited to only a small number of weeks, temporal changes in the composition of visitor demographics have not been considered.

### Visitor Survey

The Visitor Survey has gone through three main iterations during the project, the final two of which are represented in the final data set. This is the longest of all the surveys that were carried out and includes questions that span the range of visitor experience across the entirety of a visit to Kelmscott Manor. Thus arrival to the site (car parking and ticketing), time in the Manor (the presentation of the collections, the quantity of information provided, the exhibition space), use of the onsite facilities (tearoom, shop, maps) and likelihood of repeat visits were all examined, along with questions on how people heard about the Manor, whether they had made use of the website and whether they would be interested in becoming Founding Friends. The survey was also intended to provide data to frame the findings of the other surveys, such as how many visitors actually made use of the shop or tearoom.

These surveys were distributed in a number of ways. Most responses were taken at the gate as guests were leaving, at which point they would be asked to complete a survey (or provide answers for an intern to input if preferred). However, a number of surveys were given out to visitors sitting at tables on the lawn, while others were given out in the pre-stamped, pre-addressed envelopes to encourage those in a rush to leave to still provide feedback on their day. Some issues arise from these methods. For instance, disabled visitors park on the site, and thus mostly leave in their cars and few of these were surveyed as they left, leaving the responses of disabled guests somewhat under-represented in the survey feedback. Furthermore, the surveys conducted by guests sitting on the lawn will have resulted in mostly surveying only those who visited the tearoom (which is far from everyone visiting the site) as well as potentially surveying guests before they have visited all areas of the site, a problem mostly avoided by surveys conducted on the gates as people leave. Few other biases will apply however, except, as above, the absence of those unwilling to complete the questionnaires.

As with the Demographic Survey, a more sustained period of surveying in future would allow consideration of how visitor experience of the site may change over the period of an open season. Furthermore, the results from the surveys conducted this year could be used in future to pinpoint areas that would benefit from more detailed analysis, which could then be investigated in their own right.

## Shop Survey

The Shop Survey was composed to provide a more detailed record of audience perception of the shop than could be provided by the General Visitor Survey. It focuses on the range of products available, and those which visitors would like to see more strongly represented, as well as asking guests to rate from Excellent to Poor a number of different aspects of the shop, including the size, layout, pricing and service. The Survey also asked about the online shop, both in terms of awareness and the likelihood of use by the visitors.

The Shop Surveys were carried out by two interns positioned outside the entrance to the shop with the surveys on clipboards, and visitors who agreed to complete one could either take a clipboard and complete the survey at one of the benches on the lawn or else by having the questions read out (and answers recorded) by the intern. This ensured only visitors who had visited the shop were asked to complete surveys, while otherwise removing any significant bias from the data collection. Information on how many guests did and did not visit the shop was gathered separately as part of the general Visitor Survey. An effort was made to explain that even those who had not made purchases in the shop were welcome (and encouraged) to complete surveys. As above, those unwilling to complete the surveys are absent from the data set, but, as above, it is unlikely their views represent a homogenous body of responses thereby missing from our findings. A total of 106 surveys were completed across two open days, one Wednesday and one Saturday.

One other shortcoming was that of people indicating that they had made purchases in the shop but not disclosing what they bought. However, the shop itself keeps accurate records of everything that is purchased and so the conclusions from the survey could, with more time and resources, be checked against those records to measure their validity. Furthermore, in future these data could be collated such that respondents could be matched to purchases to provide a detailed picture of the kinds of people making different kinds of purchases in the shop, evidence potentially very useful in deciding on the future focus of the shop in terms of items stocked.

## Tearoom Survey

The Tearoom Survey asked a range of questions relating to the range, quality and pricing of both the food and drink available in the shop, as well as asking visitors to rate the service and seating provision, and to provide any suggestions they had for improving the tearoom. Finally, there was also a set of questions on the cakes made to William Morris's recipe to gauge visitor interest in them as an idea.

The data on the tearoom were collected by leaving small pile of surveys on each of the tables in the tearoom and on the lawn over the course of three open days, accompanied by a sign asking visitors to fill one in. This method should have resulted in a data set relatively free of bias. Of course, only those who used the tearoom would have been likely to fill a survey but, as with the Shop Survey, data on who did not use the tearoom were collected through the General Visitor Survey. A total of 122 surveys are represented by the data below.

As outlined above, one of the main concerns of the Management at Kelmscott going into this project was the size of the tearoom, something which in effect is seasonally variable. In summer for instance, seating provision on the lawns serves as overflow for the tearoom itself, while into autumn this option is less appealing for visitors. Thus future audience research on the tearoom would benefit from being conducted over a full season, to assess how pressure of the tearoom's space and resources changes over the open period. This would allow a more fully informed assessment of what alterations or developments may need to take place.

## Exhibition Survey

The Exhibition Survey was constructed to measure audience response to the visiting exhibition *Jane Morris and Friends at Kelmscott Manor*. The survey asked visitors to rate the exhibition for the amount, accessibility and presentation of information, and provided space for those surveyed to make suggestions of future exhibitions they would like to see. The survey also contains a section that originally featured in all of the surveys. It asks about visitor awareness of Kelmscott's ownership, the work of the Society of Antiquaries, the Friends scheme and whether they would be interested in becoming friends. This section was removed from the tearoom and Shop Surveys to enable them to fit onto one side of A4, but was retained here and in the general Visitor Survey. As such, the results from this section are combined with the responses from the Visitor Survey in the Data section below.

The Exhibition Surveys were kept in constant supply in the exhibition room over a number of weeks, and volunteers would ask visitors to the exhibition to complete one. The same biases as found above apply here, with only those visiting the exhibition being targeted or surveying (but as with the shop and tearoom this is in fact wholly appropriate) and only those willing to complete surveys being represented. A total of 141 Exhibition Surveys were completed over two slightly different iterations of the survey.

Continued surveying of the exhibition would be slightly different to that of the shop or tearoom, as a new exhibition will no doubt be in place in future, meaning that data on this and (for instance) next year's work would not represent a continuation but instead comparable but distinct data sets on two separate events.



## Part Three: Data

The following sections present the data collected during the twelve week program across a range of areas relevant to visitor experience at Kelmscott Manor, as well as demographic data on the visitors themselves. The results are broken down into quantitative and qualitative data respectively. Both the qualitative and quantitative data are presented in table format but, while the quantitative data are presented simply by the relative percentages of different answers, the qualitative data are presented in coded (grouped by theme/response) form which conveys both the range of responses but also their relative frequencies. Each table is presented alongside a short description of how the data in the table are arranged.

### Demographics

#### Quantitative Data

Table 1a: Group Size	
Group Number	Percentage of Groups
1	0.84%
2	63.03%
3	15.13%
4	16.81%
5	1.68%
6	0.84%
7	0.00%
8	0.00%
9	1.68%
10	0.00%

**Table 1a** presents the data collected on the number of people in each group visiting the Manor. As can be seen most people visit the Manor in groups and not individually, and the table presents each size of group, up to 10 individuals, as a percentage of the total number group visiting the site.

Table 1b: Basic Demographic Information			
Sex	Percentage	Age Range	Percentage
Male	39.81%	0-4	1.88%
Female	60.19%	5-14	1.88%
		15-24	4.08%
		25-34	2.51%
		35-44	4.70%
		45-54	14.42%
		55-64	26.96%
		65-74	31.66%
		75+	11.91%

**Table 1b** summarises the basic demographic information collected on visitors to the site, namely the percentage of men versus women, and the relative percentages of members of different age groups. The age groups were split into nine categories, and the inclusion of the 65-74 and 75+ categories (rather than a more conventional 65+ group) was based on Kelmscott's relatively high number of visitors within those ranges, of whom such categories thus allow finer analysis.

Table Ic: Combined Age/Sex Demographics				
Age Ranges	Male		Female	
	Percentage of men	Total percentage	Percentage of women	Total percentage
0-4	2.36%	0.94%	1.56%	0.94%
5-14	0.79%	0.31%	2.60%	1.57%
15-24	3.15%	1.25%	4.69%	2.82%
25-34	2.36%	0.94%	2.60%	1.57%
35-44	2.36%	0.94%	6.25%	3.76%
45-54	14.17%	5.64%	14.58%	8.78%
55-64	25.98%	10.34%	27.60%	16.61%
65-74	37.80%	15.05%	27.60%	16.61%
75+	11.02%	4.39%	12.50%	7.52%

**Table Ic** amalgamates the data from **Table Ib** to show the relative percentages of men and women of the each of the nine age groups, both as a proportion of visitors of their sex, and of the total visitor intake. The data presented here thus give a detailed breakdown of the average age and sex composition of Kelmscott's visitor base.

Table Id: Prior Visits and Friends			
Visited before?	Percentage	Friends?	Percentage
Yes	26.02%	Yes	0.63%
No	73.98%	No	99.37%

**Table Id** presents the percentage of visitors to Kelmscott who have and have not visited before as well as those who are and are not part of the Founding Friends scheme.

Table Ie: Age Breakdowns - Travelzoo Users vs. Others		
Age Group	Percentage of...	
	Travelzoo Users	Other Visitors
0-4	0.00%	0.50%
5-14	0.00%	0.50%
15-24	0.00%	2.49%
25-34	2.38%	2.99%
35-44	9.52%	4.48%
45-54	14.29%	12.44%
55-64	40.48%	27.86%
65-74	23.81%	33.33%
75+	9.52%	9.52%

**Table Ie** presents a breakdown of the relative percentage of visitors in each of the age groups of both those using Travelzoo vouchers, and those not doing so. This should enable us to see differences in the average age of visitors using and not using the voucher offer.

## Qualitative Data

Table If: Where have you come from today?		
County	Frequency	Percentage
Oxfordshire	120	28.10%
Gloucestershire	112	26.23%
Worcestershire	8	1.87%
Essex	12	2.81%
Kent	8	1.87%
Surrey	2	0.47%
London	10	2.34%
Cheshire	2	0.47%
Wales	2	0.47%
West Midlands	16	3.75%
Somerset	9	2.11%
Buckinghamshire	14	3.28%
Bedfordshire	10	2.34%
Bristol	7	1.64%
Cornwall	1	0.23%
Wiltshire	28	6.56%
Dorset	6	1.41%
Shropshire	3	0.70%
Hertfordshire	2	0.47%
Lancashire	8	1.87%
Warwickshire	8	1.87%
Greater Manchester	4	0.94%
Berkshire	12	2.81%
Northamptonshire	2	0.47%
Hampshire	3	0.70%
Nottinghamshire	7	1.64%
Merseyside	2	0.47%

**Table Ih** presents the data on the main places from which people have originally come, if that place is different to where they have travelled from on the day. In other words we are here looking closer into that 40.74% from Table Ig to see where the most common places of origin are. Because the data set is not very large here, these numbers must be taken cautiously; a more sustained survey period would offer more reliable and accurate results. The sorting of these results by country goes some way to addressing this problem. By analogy, we may be said to be lowering the resolution slightly, but this has the effect of providing a stronger broad-brush impression of the trends in the data.

**Table If** presents the data on where guests have come from on the day of their visit to Kelmscott. These data have been sorted into counties so as to provide a high enough degree of locational differentiation, without making comparison difficult. In other words, using towns and villages may have provided a more detailed picture, but the percentages that would have had to be worked with in looking at these data would be so small as to be of little use. This way the broad geographical catchment area of Kelmscott Manor can be clearly read, and to a level of detail which is still insightful.

Table Ig: Visiting from and Originally from	
	Percentage
Live and visit from same place	59.26%
Live in and visit from different places	40.74%

**Table Ig** presents the data on whether visitors have travelled from where they live to visit the Manor, or whether they live at some place other than that which they travelled from to visit on the day. This information is vital as it more or less enables us to distinguish between day trippers and those on a more substantial break or holiday.

Table Ih: Where are you from originally?		
Country	Frequency	Percentage
England	60	60.61%
Scotland	2	2.02%
Wales	3	3.03%
USA	17	17.17%
Canada	2	2.02%
Germany	5	5.05%
Japan	2	2.02%
Sweden	2	2.02%
Australia	3	3.03%

# Visitor Survey

## Quantitative Data

Table 2a: Visited before?		
	Number	Percentage
Yes	25	19.23%
No	105	80.77%

**Table 2a** presents the data on those who have and have not visited the Manor before. The data for this table were drawn together from both iterations of the Visitor Survey.

Table 2b: Other connections to the Manor		
Other connections	Number	Percentage
None	115	95.83%
HHA	2	1.67%
SAL	1	0.83%
Art Workers Guild	1	0.83%

**Table 2b** shows those with and without prior connections to the Manor. The abbreviations featured correspond to the Historic Houses Association and the Society of Antiquaries of London respectively. This table draws on the data from both Visitor Surveys.

Table 2c: Ownership and Friends Scheme		
	Yes	No
Aware of charity status?	45.31%	54.69%
Aware of ownership by SAL?	36.92%	63.08%
Aware of work of SAL?	18.75%	81.54%
Aware of Friends Scheme?	27.69%	72.31%
Interested in becoming a Friend?	6.30%	93.65%

**Table 2c** presents the responses to a set of questions aimed at ascertaining audience awareness of the ownership of the Manor, the work of SAL, and the Friend Scheme prior to arrival at the Manor, as well as gauging interest in that scheme. The first four questions include only data from the second survey as these asked 'were you

aware' rather than 'are you aware' as this gives a better indication of the level of knowledge of visitors prior to their arrival at the Manor.

Table 2d: Finding Your Way		
	Yes	No
Did you find the Manor easy to locate?	87.40%	12.60%
Were you aware of the maps of the Village?	38.46%	61.54%
Would these add to your experience of the Manor?	82.54%	17.46%

**Table 2d** presents the answers to a set of questions on finding the Manor and orientating oneself in the village, including two questions on the maps the Manor has recently starting providing to enhance visitor experience of the village (and the walk to the car park). As above the data presented in this table have been drawn from both iterations of the Visitor Survey.



**Table 2e: In and around the Manor**

Feature	Percentages				Average value out of 4	Average percentage score
	Excellent	Good	Satisfactory	Poor		
Display and interpretation of collection	51.56%	43.75%	4.69%	0.00%	3.47	86.72%
Quality of written information	46.88%	46.88%	6.25%	0.00%	3.41	85.16%
Physical accessibility of house	18.75%	68.75%	14.06%	1.56%	3.11	77.73%
Exhibition	18.75%	62.50%	16.67%	4.17%	3.00	75.00%

**Table 2e** presents the responses to a set of questions on visitor experience inside the Manor itself. These data are the first of many in the report which part from simple yes-no answers to provide a value scale of responses. The decision to introduce these questions into the survey was made as means of attaining a more accurate and nuanced picture of audience perception. The form of this table is repeated many times in the following sections. Working left to right it shows the feature being rated, the relative percentage of answers given to each rating and an average value. The Average Value can be thought of as a star ratings, and is arrived at by allocating the ratings of Excellent, Good, Satisfactory and Poor a numerical value of 4, 3, 2 and 1 respectively, then taking the mean of the now numerical data set. In effect, the closer the value to four, the higher its average rating in the eyes of the respondents. The Average Percentage simply presents this same figure as a percentage out of 100. As these questions only ran in the second Visitor Survey, this table only features data from that survey.

**Table 2f: In and around the Manor cont.**

	Yes	No
Like to view collections online?	57.63%	42.37%
Satisfied with house route?	96.75%	3.25%
Did you visit exhibition?	77.95%	22.05%
Knew about before visiting?	13.56%	86.44%
Would you visit primarily for another?	50.49%	49.51%
Did you visit artist in residence?	33.86%	66.14%
Knew about before visiting?	13.04%	87.83%
Would you visit primarily another?	27.84%	71.13%

**Table 2f** presents the answers to a set of questions relating to the visitor route through the Manor; the possibility of online collections, and; the exhibition and artist in residence, whether people were aware of them beforehand, and if people would visit to see another.

**Table 2g** follows the form of Table 2e but features data collected on the facilities of the site outside the Manor itself, such as the car park, tearoom, ticket office and shop. Again the data here come only from the second iteration of the survey.

**Table 2g: On-Site Facilities**

Facility	Percentages				Average value out of 4	Average percentage score
	Excellent	Good	Satisfactory	Poor		
Carpark	20.00%	50.00%	26.67%	3.33%	2.87	71.67%
Ticket Office	32.26%	58.06%	8.06%	1.61%	3.21	80.24%
Tearoom	48.15%	48.15%	3.70%	0.00%	3.44	86.11%
Shop	30.91%	47.27%	23.64%	7.27%	3.20	80.00%

Table 2h: Tearoom and Shop		
	Yes	No
Did you visit the tearoom?	81.40%	18.60%
Tearoom benefit from an expansion?	31.03%	68.97%
Did you visit the shop?	88.89%	11.11%
If so, did you purchase anything?	53.04%	46.96%
Aware of the online shop?	16.52%	83.48%
Interested in using the online shop?	38.60%	61.40%

**Table 2h** contains the data on a set of questions about use of the tearoom and shop; the potential for expansion with the tearoom; and the online shop. The data come from both surveys except on the third question, which was added only with the second survey.

Table 2i: The Tearoom and Shop Cont.						
How important to your visit is...	Percentages				Average value out of 4	Average percentage score
	Very Important	Quite Important	Not Very Important	Irrelevant		
The tearoom	32.73%	54.55%	12.73%	0.00%	3.20	80.00%
The Shop	13.11%	40.98%	39.34%	6.56%	2.61	65.16%

**Table 2i** presents the result of a pair of questions on how important the tearoom and shop were to the experiences of visitors. The format is similar to that of Table 2e but here the ratings have changed from 'Excellent', 'Good', 'Satisfactory' and 'Poor' to 'Very Important', 'Quite Important' and so on. The numerical average is calculated in the same manner as above.

Table 2j: Website		
	Yes	No
Have you used the website?	53.13%	46.88%
Did you find it easy to navigate?	95.71%	4.29%
Did you find everything you were looking for?	94.03%	5.97%

**Table 2j** presents the data on a set of questions on the Manor's website, looking at awareness and ease of use. These data come from both Surveys.

Table 2k: Suitable for all ages?		
	Yes	No
Is the manor suitable for all ages?	57.26%	42.74%

**Table 2k** includes the responses to the question of whether the Manor is suitable for all age groups. Opinion on both this, and whether or not steps should be taken to alter the situation, was very much divided.

Table 2l: Going forward		
Would you...	Yes	No
Be interested in future events?	42.86%	57.14%
Visit us again?	87.50%	12.50%
Review us online?	42.48%	57.52%
Recommend us to a friend?	94.21%	5.79%

**Table 2l** contains the data on responses to the final questions of the survey which dealt with the likelihood of repeat visits and interest in future events at the Manor, as well as online and personal recommendations.

## Qualitative Data

The qualitative data presented here, and throughout the rest of the Data section of the report, is termed as such because it comprises responses given not to yes-no or even multiple choice questions, but instead to questions which leave a space for full written answers. Such data is clearly very important, as it can provide answers of a more subtle, varied and sometimes even unexpected nature, in a way that multiple choice or (less still) yes-no questions cannot. However, there comes a problem with how to introduce it into the analysis in a meaningful, valid and quantitative way. For this report, the qualitative responses collected have been first tidied up, excluding any clear anomalies or irrelevant answers, and then coded thematically or, in other words, sorted into a set of common themes or categories which can be compared quantitatively, in terms of the frequency with which answers fall into them. So, for instance, the responses ‘always wanted to’, ‘been meaning to for ages’, ‘finally managed to achieve dream of coming’ and so on, have all been coded into the category of ‘Longstanding wish or intention to visit’ for inclusion into the table below. The process has been carried out for all the qualitative data presented in the following sections.

Table 2m: Reasons for Visiting the Manor			
Reasons for visiting	Frequency		
	Number	Percentage of Answers	Percentage of all Surveys
Interest in Morris (designs, life, company)	40	32.79%	26.85%
General interest	15	12.30%	10.07%
With family (bringing/suggested by family)	6	4.92%	4.03%
Friends (inc. either as or with guests)	12	9.84%	8.05%
Interest in Arts and Crafts	8	6.56%	5.37%
Interest in Pre-Raphaelites	4	3.28%	2.68%
Longstanding wish or intention to visit	6	4.92%	4.03%
As part of a holiday	5	4.10%	3.36%
A day out	6	4.92%	4.03%
Recreation	4	3.28%	2.68%
Passing (e.g. on a walk or by boat)	2	1.64%	1.34%
Recommended by others	2	1.64%	1.34%
Conducting research	1	0.82%	0.67%
Live locally	2	1.64%	1.34%
Travelzoo offer	5	4.10%	3.36%
Good reviews online	1	0.82%	0.67%
On tour (e.g. road scholar)	6	4.92%	4.03%
Return visit	3	2.46%	2.01%

**Table 2m** presents a breakdown of the main reasons visitors gave for visiting the Manor. These responses were given in the space provided and not through multiple choice and, as explained above, have been sorted into common trends or themes for inclusion here. It should be noted that here, and elsewhere with the qualitative data, the percentages should not be expected to add up to 100% as some answers feature more than one reason or theme. Furthermore, the responses are shown as a percentage of both the answers given to the question, and of all surveys (answers given or not), to allow consideration of how common responses really were. The data in this table come from both of the two iterations of the Visitor Survey.

Table 2n: Where did you hear about us?			
Source	Frequency		
	Number	Percentage of Answers	Percentage of Total
Word of mouth (e.g. friends, family)	44	34.65%	29.53%
Guidebook/Tourism Guide	16	12.60%	10.74%
The Society of Antiquaries	4	3.15%	2.68%
Reading Morris/about Morris	4	3.15%	2.68%
Our website	7	5.51%	4.70%
Social Media	5	3.94%	3.36%
The internet	5	3.94%	3.36%
Living locally	1	0.79%	0.67%
Research	1	0.79%	0.67%
Seeing the Manor (e.g. on walk)	3	2.36%	2.01%
At school/university	3	2.36%	2.01%
On TV	2	1.57%	1.34%
Prior knowledge	20	15.75%	13.42%
Our leaflets	7	5.51%	4.70%
Travelzoo	5	3.94%	3.36%
As part of a group or tour	3	2.36%	2.01%
Visiting Buscot	1	0.79%	0.67%

**Table 2n** presents the data on the question of where visitors first heard about Kelmscott Manor. The data here are in fact something of a mix of quantitative and qualitative. A set of options including ‘Word of Mouth’, ‘Social Media’, ‘Leaflet’ and ‘Prior knowledge’ were present on the second Visitor Survey, while the first contained just a space to write one’s answer. However, as the second survey also had an ‘Other, please specify’ space, the responses of the visitors were thus not limited only the options given, and these options can thus be best thought of as coding answers prior to inclusion in the table. The data presented thus still give a representative and unbiased picture of people’s responses.

Table 2o: Visits to other Morris-related sites		
Response	Frequency	
	Number	Percentage of Answers
No	75	57.25%
Yes, total	55	41.98%
Yes, no specification	4	3.05%
Red House	16	12.21%
V&A	18	13.74%
Standen	7	5.34%
Wightwick Manor	6	4.58%
William Morris Gallery	14	10.69%
William Morris Society	2	1.53%
Blackwell	2	1.53%
Walford	1	0.76%
Tate Britain	1	0.76%
Hidcote	1	0.76%
Oxford Union	2	1.53%
Art Workers Guild	1	0.76%
Birmingham Museum	1	0.76%

**Table 2o** gives the responses to the question ‘have you visited any other sites related to William Morris in the past five years?’ As above, the first survey contained only a space to answer in, while the second iteration provided a set of options including ‘Red House’, ‘Standen’ and ‘The William Morris Gallery’ as well as a space for ‘Other’ answers, thus keeping the question open to any and all answers. Again, pre-coding is the best way to think of these optional answers.



Table 2p: First impressions of the Manor		
Response	Frequency	
	Number	Percentage of Answers
Warm welcome	8	6.90%
Friendly staff	14	12.07%
A delight	2	1.72%
Well organised	3	2.59%
Excellent, wonderful etc.	8	6.90%
Impressive, wow, awe etc.	7	6.03%
Peaceful, tranquil, quiet etc.	15	12.93%
Good	8	6.90%
Very good	6	5.17%
Busy/crowded/too many people	11	9.48%
Natural, idyllic, rural, remote	6	5.17%
Pleasant	2	1.72%
Big, large, spacious etc.	2	1.72%
Beautiful site, area, setting etc.	20	17.24%
Lovely house, gardens etc.	15	12.93%
Informative staff	3	2.59%
Long walk from car park	1	0.86%
Well kept, maintained etc.	6	5.17%
Disappointing	2	1.72%
Charming	2	1.72%

Table 2p presents the data on visitors' first impressions upon arriving at the Manor. As above, the wide range of answers given has been coded into a set of themes for more quantitative comparison. The data for this table come from both the first and second iterations of the survey.

Table 2q: What did you most enjoy about your visit?		
Response	Frequency	
	Number	Percentage of Answers
The House itself	28	32.56%
The gardens	9	10.47%
The tearoom	2	2.33%
The setting, area etc.	7	8.14%
The village	2	2.33%
The crafts and artworks	8	9.30%
The ambience, tranquillity, quiet etc.	14	16.28%
William Morris' works, designs etc.	12	13.95%
The family and relationships	5	5.81%
The learning process	5	5.81%
The information provided	3	3.49%
The contents, furnishings etc.	9	10.47%
Not too commercialised	2	2.33%
The connection to history/Morris	5	5.81%
The care given to the house	1	1.16%
The river	1	1.16%
The weather	1	1.16%
The architecture	1	1.16%
The volunteers	6	6.98%
The Blue Silk Dress	1	1.16%

Table 2q presents the responses to the question of what aspect of their visit guests most enjoyed. The answers, as above, have been coded into themes which are then presented quantitatively for comparison.

# Shop Survey

## Quantitative Data

Table 3a: Visitor purchase rate	
	Percentage
Made purchases	61.32%
Made no purchases	38.68%

**Table 3a** presents the percentage of visitors that did and did not make purchases in the shop.

Table 3b: Would you visit again?	
	Percentage
Yes	92.71%
No	7.29%

**Table 3b** presents the relative percentages of guests who said they would and would not visit the shop again, respectively.

Table 3c: What should we stock?	
Type of item	Percentage of answers
Relating to the Manor	38.89%
Relating to the Arts and Crafts Movement	55.56%
Relating to William Morris specifically	43.33%
Not specifically relating to Morris	6.67%
Relating to The Pre-Raphaelite Movement	34.44%
Quality handmade craft items	43.33%

**Table 3c** outlines the responses to the question “what other kinds of products would you like us to stock?” The options listed here were given on the survey and thus feature in the Quantitative Data section. As visitors could select multiple items in one answer, the percentages do not add up to 100%, and the heading is ‘percentage of answers’ (as in that topic appears in x% of all answers) and not just ‘percentage’.

Table 3d: Satisfied with the range of books?	
	Percentage
Yes	85.23%
No	14.77%

**Table 3d** presents the relative percentages of those who were and were not satisfied with the range of books available in the shop.

Table 3e: What other book topics should be represented?	
Book topic	Percentage of answers
The wider Morris family	19.15%
Morris’ political activities	38.30%
The Pre-Raphaelites	40.43%
Morris’s writings	38.30%
History of the Manor and area	29.79%
Arts and Crafts Movement	48.94%
Morris & Co	12.77%
Contemporary Crafts	14.89%

**Table 3e** lays out the answers to the question of what book topics should be more strongly represented among the range available. As with above, as multiple choices in one answer were possible, the responses do not add up to 100%.

Table 3f: Visitor experience						
Category	Percentages				Average value out of 4	Average percentage score
	Excellent	Good	Satisfactory	Poor		
Size	8.49%	52.83%	32.08%	6.60%	2.68	67.00%
Layout	14.15%	54.72%	29.25%	1.89%	2.76	69.00%
Range	19.23%	61.54%	17.31%	1.92%	2.96	73.97%
Display	23.08%	56.73%	19.23%	0.96%	3.00	75.00%
Quality	41.75%	50.49%	7.77%	0.00%	3.32	82.88%
Pricing	4.85%	52.43%	39.81%	2.91%	2.54	63.54%
Service	29.17%	60.42%	10.42%	0.00%	3.18	79.41%
Overall	21.90%	65.71%	12.38%	0.00%	3.09	77.36%

**Table 3f** provides a breakdown of the main section of the Shop Survey, wherein visitors were asked to rate (from Excellent, through Good and Satisfactory, to Poor) aspects of the shop including size, layout, range of products, display of the products, quality of the products, pricing, service and the overall experience. As with the data tables in the above section, the average rating is reached by allocating a numerical value to each of the four ratings, which are then totalled up and divided by the number of responses.

Table 3g: Website awareness	
	Percentage
Aware of online shop	23.47%
Purchased goods	2.06%

**Table 3g** presents the percentage of respondents who were aware of the online shop, and of that of those who have made purchases through it.

Table 3h: Likelihood of future online purchases	
	Percentage
Very likely	14.58%
Quite likely	48.96%
Quite unlikely	26.04%
Very unlikely	10.42%

**Table 3h** lays out, by relative percentage, the responses to the question of how likely visitors would be to visit the online shop in future, from Very Unlikely to Very Likely.

## Qualitative Data

As with the Visitor Survey above, the qualitative data collected in the Shop Survey consists of answers to questions which provided a space for a written answer, as opposed to a number of options to choose from. Once again, these have been coded before being inserted into a more readable, quantitative table form. So, for instance, on the question of improvements which could be made to the shop, the answers 'roomier' and 'more space to browse' are both translated into the category of 'bigger' for inputting into the table.

Table 3i: What did people buy?	
Product	Percentage of Answers
Postcards	25.00%
Placemats	7.14%
Tea towels	8.93%
Cards	32.14%
Teapot stands	5.36%
Apron	5.36%
Cushion/covers	7.14%
Bags	7.14%
Trays	7.14%
Guide books	8.93%
Mugs	7.14%

**Table 3i** presents a quantified summary of the most common purchases made in the shop. Although responses were written out rather than selected from categories, the repeated appearance of the most common purchases allowed a simple coding of the answers for inclusion in the table as seen to the left. Although the shop itself will have accurate data on all products bought, these data nonetheless provide a useful indication of the most common purchases.

Table 3j: Suggestions for Improvements to the Shop			
Suggested Improvements	Frequency		
	Number	Percentage of Answers	Percentage of Total
Bigger	14	48.28%	13.08%
Less expensive	4	13.79%	3.74%
Products for children	1	3.45%	0.93%
Items influenced by Morris	2	6.90%	1.87%
Better layout	2	6.90%	1.87%
Wider range of Morris designs	2	6.90%	1.87%
Faster payment	1	3.45%	0.93%
More gifts	1	3.45%	0.93%
Hand-made crafts	2	6.90%	1.87%
Discount for shop over online	1	3.45%	0.93%
Less crowded	1	3.45%	0.93%
Local produce	1	3.45%	0.93%

**Table 3j** lays out the main responses to the question of what improvements could be made to the shop. The table categories represent a simple thematic coding of the answers given (as explained above). The number of responses in each category is shown, along with that number both as a percentage of all responses given to the question, and as a percentage of all surveys completed.





# Tearoom Survey

## Quantitative Data

Table 4a: Tearoom Range						
Rating	Food			Drink		
	Percentage	Average Score out of 4	Average Percentage Score	Percentage	Average Score out of 4	Average Percentage Score
Excellent	26.05%	3.07	76.76%	17.95%	2.89	72.35%
Good	57.98%			53.85%		
Satisfactory	14.29%			26.50%		
Poor	1.68%			1.71%		

**Table 4a** presents the data from the question on the range of food and drink available in the tearoom. The percentage of answers accorded to each of the four values is presented along with an average calculated in the same manner as that seen above in the Shop Survey data. As above, the same figure is also presented as a percentage out of 100.

Table 4b: Food and Drink Quality						
Rating	Food			Drink		
	Percentage	Average Score out of 4	Average Percentage Score	Percentage	Average Score out of 4	Average Percentage Score
Excellent	46.02%	3.42	85.40%	20.69%	2.99	74.78%
Good	49.56%			62.07%		
Satisfactory	4.42%			13.79%		
Poor	0.00%			2.59%		

**Table 4b** includes data from the responses to the question of the quality of the food and drink available in the tearoom. It is presented in the same format as table 4a above.

Table 4c: Service and Seating						
Rating	Service			Seating		
	Percentage	Average Score out of 4	Average Percentage Score	Percentage	Average Score out of 4	Average Percentage Score
Excellent	43.22%	3.31	82.63%	35.14%	3.12	77.93%
Good	44.07%			42.34%		
Satisfactory	12.71%			21.62%		
Poor	0.00%			0.90%		

**Table 4c** is similar in form to Tables 4a and 4b above, but with the data comprised of the responses to the questions of service and seating provision in the tearoom.

Table 4d: Overall experience			
Rating	Percentage	Average Score out of 4	Average percentage score
Excellent	36.52%	3.24	81.09%
Good	51.30%		
Satisfactory	12.17%		
Poor	0.00%		

**Table 4d** presents the data from the question of how visitors would rate the tearoom overall. The average score and percentage are worked out in the same manner as the above three tables.

Table 4e: Pricing		
Rating	Percentage	Average Score out of 4
Very Expensive	1.69%	3.34
Quite Expensive	32.20%	
Reasonably Priced	65.25%	
Quite Inexpensive	0.00%	
Very Inexpensive	0.85%	

**Table 4e** presents the responses to the question of pricing in the tearoom. The average score should be read differently here. The scale here has five values, and the desired response is presumably reasonably priced, which is the middle of these five values. In other words, 2.5 out of 5 is the optimal score. So the current value of 3.34 shows that the average opinion is that the

shop is slightly overpriced.

Table 4f: Would the tearoom benefit from an expansion?		
	Number	Percentage
Yes	43	43.00%
No	57	57.00%

**Table 4f** details the number and percentage of each response to the question of whether the tearoom would benefit from an expansion. See the Analysis section for a discussion of the caveats present in these results.

Table 4g: Would you visit again?		
	Number	Percentage
Yes	105	93.75%
No	7	6.25%

**Table 4g** presents the answers to the question of whether visitors would visit the tearoom again.

Table 4h: William Morris Cakes		
	Yes	No
Aware of them?	25.86%	74.14%
Purchase any?	2.68%	97.32%
Interested in future?	70.71%	29.29%

**Table 4h** lays out the answers to the questions relating to the cakes of William Morris's original recipe. The questions were 'were you aware such cakes were for sale?', 'did you purchase any of these cakes?', and 'would you be interested in this kind of produce in the future?'.

## Qualitative Data

As with above, the qualitative data here comprise answers to the questions which provided space for full written answers rather than multiple choice. The answers are coded, as above, by simplifying suggestions down into wider, more quantifiable categories. For instance, in Table 4i, answers including ‘more sandwiches’ and ‘wider range of sandwiches’ have both been condensed into the category of ‘greater sandwich number/range’.

Table 4i: Food and Drink Suggestions for Tearoom			
Food and Drink Suggestions	Frequency		
	Number	Percentage of Answers	Percentage of Total
Greater sandwich number/range	5	17.86%	4.10%
Fruit Juices	1	3.57%	0.82%
Smaller Cakes	2	7.14%	1.64%
Toasties	1	3.57%	0.82%
Coffee range	4	14.29%	3.28%
Small wine bottles	1	3.57%	0.82%
Ginger cake	1	3.57%	0.82%
Chocolate gateaux	1	3.57%	0.82%
Brownies	1	3.57%	0.82%
Teacakes	2	7.14%	1.64%
Hotpot	1	3.57%	0.82%
Morris's recipes	1	3.57%	0.82%
Soft drinks	4	14.29%	3.28%
Pasta	2	7.14%	1.64%
Bangers and Mash	1	3.57%	0.82%
Afternoon tea	1	3.57%	0.82%
Healthy snacks	2	7.14%	1.64%
More jam	1	3.57%	0.82%
Chips	1	3.57%	0.82%
Soup	1	3.57%	0.82%
Wraps	1	3.57%	0.82%
More vegetarian options	1	3.57%	0.82%

**Table 4i** presents the main responses to the question of which food and drink people would like to see (or see more of) stocked in the tearoom. The responses were coded into categories as explained above and are presented here with the number of responses accorded to each category, as well as that number as a percentage of both all responses given, and all surveys completed.

Table 4j: Suggestions for Improved Tearoom Service			
Improved service suggestions	Frequency		
	Number	Percentage of Answers	Percentage of Total
Faster service	8	33.33%	6.56%
Better staff coordination	3	12.50%	2.46%
Separate counters	5	20.83%	4.10%
Better menu descriptions	1	4.17%	0.82%
More staff	2	8.33%	1.64%
Extend lunchtime	2	8.33%	1.64%
Clearer speech	1	4.17%	0.82%
Order flexibility	1	4.17%	0.82%
Cream tea all day/earlier	2	8.33%	1.64%
Faster table clearing	1	4.17%	0.82%

**Table 4j** details the responses to the question of how the service in the tearoom could be improved. As above, responses are coded into categories which are then given a quantitative frequency, both in terms of a number, and a percentage, of all responses given, and of all completed surveys.

Table 4k: Other Suggested Tearoom Improvements			
Suggested Improvements	Frequency		
	Number	Percentage of Answers	Percentage of Total
Hot water pot with tea	1	4.00%	0.82%
Softer chairs/cushions	3	12.00%	2.46%
More outside seating	1	4.00%	0.82%
Bigger/more space/expand	7	28.00%	5.74%
Place for trays after use	1	4.00%	0.82%
Expose ceiling beams	1	4.00%	0.82%
Better stocked late in day	2	8.00%	1.64%
Better lighting	2	8.00%	1.64%
Sell recipes	1	4.00%	0.82%
Morris designs on crockery	2	8.00%	1.64%
Visible order numbers	1	4.00%	0.82%
More umbrellas on lawn	1	4.00%	0.82%
Working card machine	1	4.00%	0.82%

**Table 4k** contains the data on the suggestions for other ways in which the tearoom could be improved generally. The coding and presentation of the responses is as with Table 4j above.



# Exhibition Survey

## Quantitative Data

Table 5a: Exhibition experience						
Criteria	Ratings (percent)				Average score out of 4	Average percentage score
	Excellent	Good	Satisfactory	Poor		
Exhibition	45.24%	52.38%	2.38%	0.00%	3.43	85.71%
Accessibility of information	45.78%	50.60%	2.41%	1.20%	3.41	85.24%
Amount of information	40.48%	53.57%	5.95%	0.00%	3.35	83.63%
Presentation of space	40.00%	51.76%	5.88%	2.35%	3.29	82.35%

**Table 5a** presents the data collected from the main section of the Exhibition Survey, which asks visitors to value from Excellent to Poor a range of criteria including (in order) ‘the exhibition as a whole’, the ‘accessibility of the information provided’, ‘the amount of information provided’ and ‘the presentation of the exhibition space’. As above the results are shown in their relative percentages, along with an averaged value out of four, and a corresponding percentage.

Table 5b: Exhibition experience cont.		
	Yes	No
Return for another?	86.42%	13.58%
Added to experience of Manor?	97.59%	1.20%
Notified further?	45.33%	54.67%

**Table 5b** presents the responses to the extra questions on the Exhibition Survey, namely ‘would you return for another exhibition?’, ‘did the exhibition add to your experience of the Manor?’ and ‘would you like to be notified about further exhibitions?’.

## Qualitative Data

Table 5c: Exhibition Suggestions			
Suggestion Exhibition Topic	Frequency		
	Number	Percentage of Answers	Percentage of Total
Poems	1	3.13%	1.16%
Paintings	2	6.25%	2.33%
Timelines	1	3.13%	1.16%
Morris's connections	2	6.25%	2.33%
Fabrics	2	6.25%	2.33%
Designs	1	3.13%	1.16%
The Company (Morris & Co.)	1	3.13%	1.16%
The Morris Family	2	6.25%	2.33%
Letters/Writings/Papers	2	6.25%	2.33%
Sketches	1	3.13%	1.16%
Archived material	1	3.13%	1.16%
Clothes	1	3.13%	1.16%
Legacy of Morris and A&C	2	6.25%	2.33%
Embroidery	1	3.13%	1.16%
The Pre-Raphaelites	5	15.63%	5.81%
Stained Glass	1	3.13%	1.16%
Ceramics	1	3.13%	1.16%
The A&C movement	2	6.25%	2.33%
Socialism	1	3.13%	1.16%
Gardens	2	6.25%	2.33%

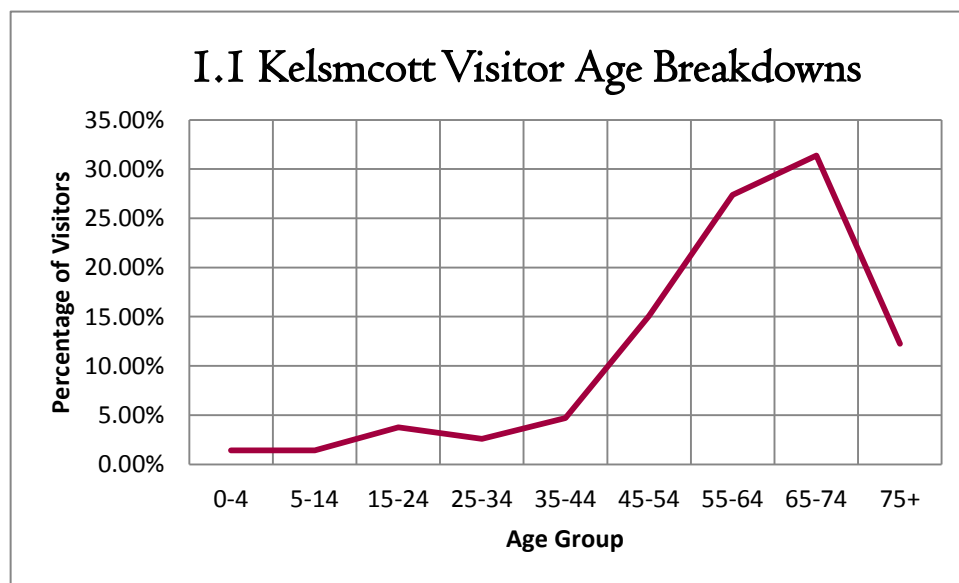
**Table 5c** presents the suggestions made for future exhibitions at the Manor. The suggestions have been coded, as with the qualitative data in the sections above, into a number of common themes which can then be compared quantitatively. As with the qualitative data above, these are presented with the number of responses accorded to each theme, as a percentage of all responses given, and as a percentage of all surveys completed.

## Part Four: Analysis

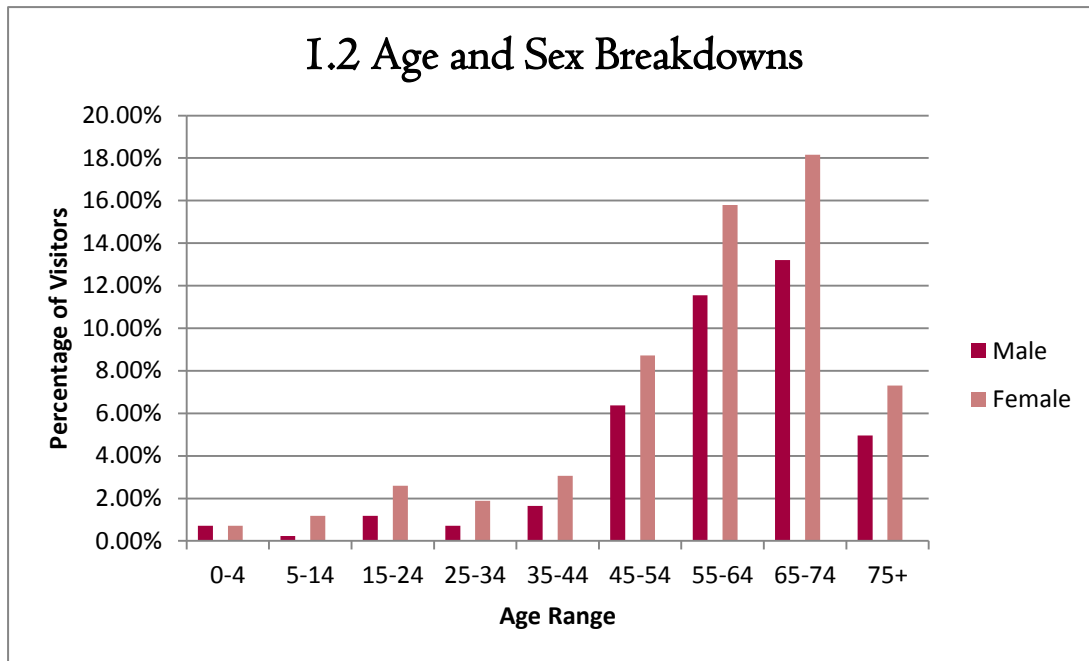
The following section provides clarification, explanation and analysis of the data presented in Part Three. This section does not follow directly the headings of the previous section but instead seeks to answer a set of questions, and as such draws on related data sets from across the topic areas above. Following the Analysis section is the Future Directions section, which leads on from these analyses to forward a set of suggestions for potential future developments and projects for the Manor to consider in light of the findings of this project.

### Question I: Who visits Kelmscott, and why?

The question of who comes to Kelmscott Manor, and why, is a vitally important starting point for any analysis of how the site can improve, expand and continue to cater for its visitor base. The following analysis seeks to draw out and interpret some of the trends present in the data from the previous section as a means to answer this question, while the Future Directions section will provide some suggestions for how the Manor can seek to attract hitherto underrepresented groups and continue to grow and foster its present visitor base.



The above graph (I.1) presents the data from Table 2b in a form which gives a clearer sense of the relative percentages of different age groups visiting the Manor. As can be seen, all ages up to around 45 are relatively underrepresented among the visitor base, with each of the five age groups therein representing less than 5% of the total visitor intake. After around 45 the relative percentage of visitors increases to up to a peak, of just above 30% of all guests, between the ages of 65 and 74. Indeed, well over half of all visitors to the Manor are between the ages of 55 and 74. It is perhaps interesting to note that the number of visitors aged 75 and over actually represents a significant drop from the previous category, falling to around 12%. There is a small, though arguably significant, peak around the 15-24 category, which is better represented than either the 5-14 or 25-34 ranges that surround it.



Looking at Graph I.2 above we get a slightly more nuanced picture of the age trends, as here the data are combined with those on the sexes of the visitors. Therefore we can see that ages of both male and female visitors follow very closely the trend seen in Graph I.1, but that at each stage the number of female guests is significantly higher than that of male ones.

Also important to the question of who visits Kelmscott is where the visitors themselves are coming from. Tables If, Ig and Ih, and Fig.I lay the groundwork for an understanding of what we might think of as Kelmscott’s catchment area. It is clear from Table If that over half of all visitors to the Manor travel, on the day, from within Oxfordshire and Gloucestershire, and by including the adjacent county of Wiltshire this rises to well over 60%. We also know that around 60% of visitors are travelling from home (with 40% coming from somewhere other than where they live), and so at a rough estimate somewhere

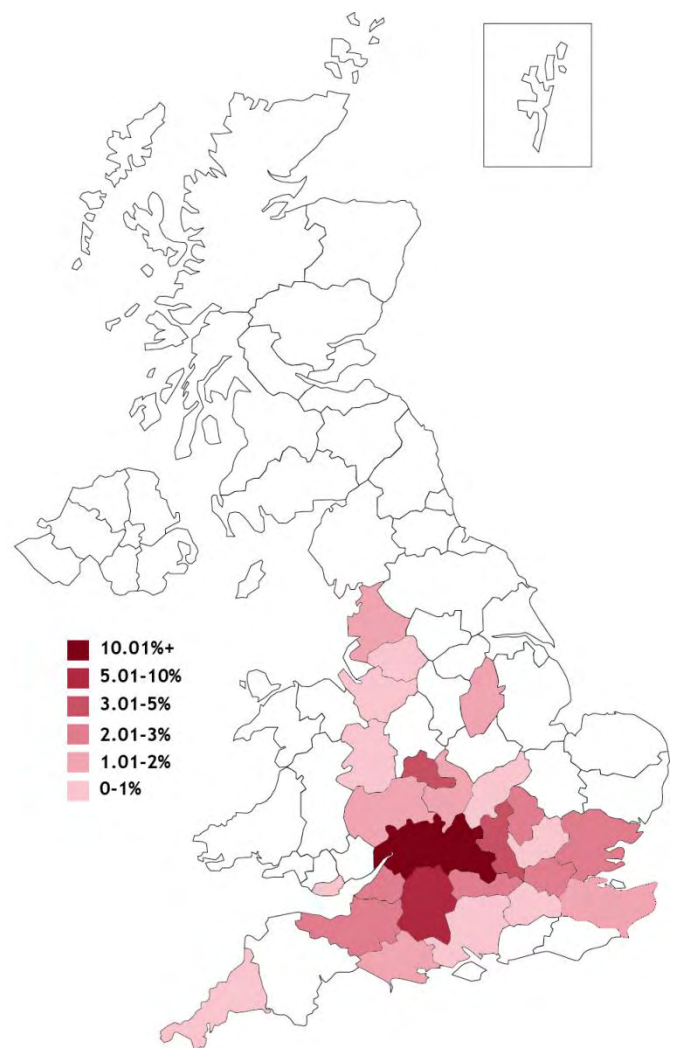


Fig. I Percentage of Visitors to Kelmscott by County (on day of travel)

around 36% of all visitors to the Manor are likely to be residents of the three closest counties.

Looking at those that have not travelled to the Manor from where they live, and this is a still very significant 40% of all guests, we can probably infer that most are on some kind of holiday or break. We also know from Table 1h that 60% or so of these visitors live somewhere else in England (rising to over two thirds with Scotland and Wales included). Americans and Canadians make up about 20% of those who have not come from where they live, with Germans at 5.05%, Australians at 3.03% and Japanese at about 2.02%. As explained in the Data section, the limited number of days during which the demographic information was collected mean these data are very provisional, while as discussed above the language barrier may have led to an underrepresentation of Japanese (and maybe Germans) in the data also.

Both the Demographic and Visitors surveys contain a question on whether guests have visited before. The former gives a 'No' percentage of 73.98%, the later one of 80.77%. The disparity is likely a result of the different data collection methods for the two surveys, and the former is most probably the more accurate and reliable of the two, being derived from a much larger data set. We can say then with some confidence that somewhere around three quarters of our visitors have not been to the Manor before. Further to this we can say that most visitors have no connection to the Manor prior to their visit. Of those asked in the Visitor Survey, only 1.67% were members of The Historic Houses Association, with less than 1% belonging to the Society of Antiquaries or the Art Workers' Guild; the remaining 95.8% claimed no connection to the Manor at all.

Looking at Graph I.3 we can get a sense of the average group size of those visiting. Individuals are relatively uncommon, as are groups of five people or more, while groups of three and four members make up around 14-15% each. By far the most common group size is two, comprising in all likelihood a significant number of couples, as well as pairs of friends.

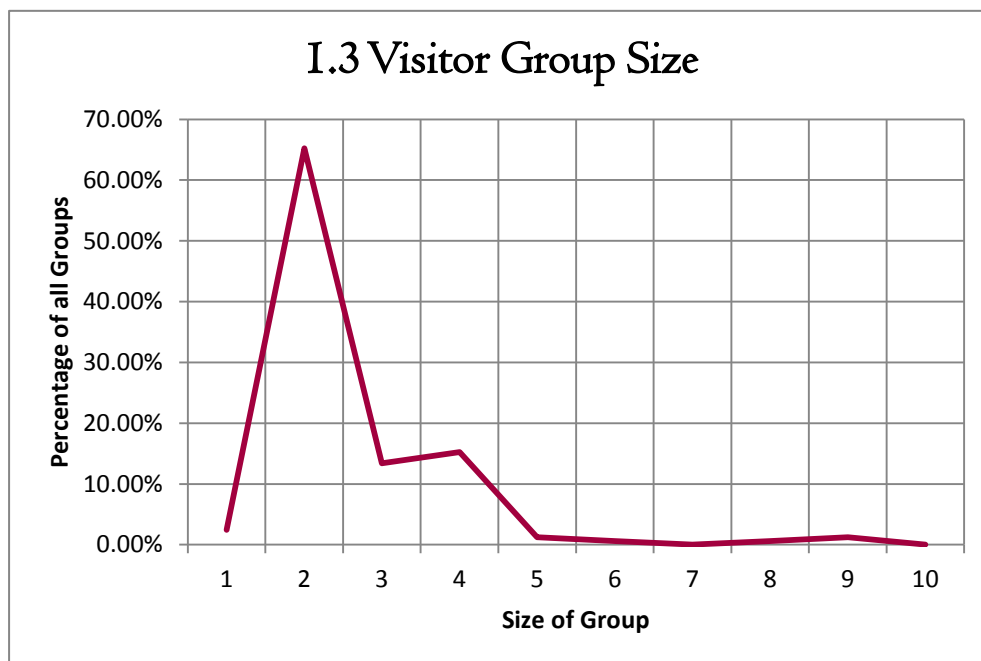




Table 2n lays out the main ways by which visitors first heard about Kelmscott Manor. It is significant that 'Word of Mouth' appears in 34.65% of all answers, while 'Prior Knowledge' features in 15.75%. In other words, around half all those surveyed have either heard about the Manor from others, or have known about it for many years. The third most popular answer is 'Tourism Guide/Guidebook' at 12.60%, with 'Leaflet' and 'Our Website' following on 5.51%. Finally, looking at Table 2n, we see that a little over a half of all visitors have not visited any other attractions related to Morris in the past five years. Of the still substantial 42% that have, 13.7% visited the V&A, 12.21% Red House, 10.69% the William Morris Gallery and around 5% Wightwick Manor and Standen respectively.

Taking all the above data collectively, we can build up a fairly coherent picture of the average visitor to Kelmscott Manor. By far the most common age groups are those of 55-64 and 65-74. This is probably for several reasons, including a greater degree of disposable income than younger people, as well as a greater amount of free time for many of those post-retirement. The lack of younger children is also apparent, and can perhaps be seen to correspond to the relative lack of 25-44 year olds, the age group that would be most likely to be parents to children between 0 and 14. Older people are thus more likely to be free of full-time parental responsibilities and able to visit attractions out of personal interest with a greater degree of freedom. 15-24 year olds, as mentioned, represent a small spike in the numbers. There are two likely reasons for this. Firstly, young adults of this age group may be considered more able to appreciate a site like Kelmscott by their parents, and so may be more likely to be brought on a visit there but, also, it is quite likely that a number of visitors from this age group were art students, had an interest in art or history, or had been exposed to Morris in some form through school or university, and so themselves prompted the visit. This group thus represents one ripe for greater attention by the Manor, as will be explored in the following section.

We have seen that the majority of visitors come from Oxfordshire, Gloucester and Wiltshire, and that the most common way to hear about the Manor is either through word of mouth, or through having long prior knowledge of it. We can therefore probably say with some certainty then that a significant proportion of Kelmscott's visitors are older people from the local area who have likely heard about the Manor through friends or came across it at some point during their time living nearby. Those on breaks or holidays also represent a significant portion of our visitors (somewhere around 40%), and it is likely that the majority of those who came across the Manor through a tourism guide or leaflet did so in the process of organising, or else during, a holiday.

In terms of foreign visitors, the above data have not been set up to enable the linking of particular answers to places of origin, and so we cannot for instance say that foreign visitors were more likely to know in advance about the Manor than English people in the area or on holiday. However, it does seem likely. The Manor is in a fairly remote location, and not very widely known, and judging by the numbers of Americans, Germans and Japanese (and, anecdotally, their expressed reasons for coming) it seems likely that these foreign tourists were intending to visit the Manor when they left their countries of origin, and as such likely had a prior interest in Morris's life and work. More investigation of this supposition could be done in future.

Looking at the reasons people cited for coming in Table 2m, we see that, unsurprisingly, 'Interest in Morris' is by far the commonest explanation, but 'General interest', 'Friends (as in bringing or being guests)', 'A day out', 'Recreation' and 'As part of a holiday' together make up around a third of all

responses. Add in those who are visiting because of 'Recommendations by friends', a 'Travelzoo offer' or even 'Passing by (e.g. walking or on a boat)' and you can see that over 40% of the reasons given for visiting do not stress a particularly deep interest or knowledge of Morris, but a more passing or generalised interest which could be better explored, understood and targeted. The fact that around 75% of our guests are first time visitors and 95% have no prior connections to the Manor further corroborates this view. This is not meant as a critique, merely to highlight that there is a substantial portion of the Manor's intake which is comprised of people not overly familiar with Morris or Kelmscott. This fact, if anything, demonstrates the scope possible for expanding the visitor base, by careful marketing and identification of areas of interest which the Manor could capitalise on.

To conclude, then, the Manor's intake falls into a number of broad camps. Older visitors, from the area, with prior knowledge of or a recommendation about the site will make up an important chunk of the visitor base. People on holiday, who have come across the Manor in a guidebook or online, or (especially in the case of foreign visitors) who have a prior interest in Morris are also a significant group. At any rate, a large portion can be said not to possess much previous knowledge of Morris or the house, and will be paying a more casual or recreational visit. This group, the casual visitor, as well as younger people (and arguably students most of all) should be those through which expansion of the visitor base could be most likely to occur, and should be the focus of initiatives to increase numbers if that is an aim of the management of Kelmscott.

## Question 2: What do our guests know on arrival?

In asking 'what do our guests know on arrival', we considering how informed our visitor base is about the many aspects of the Manor experience, and what steps the Manor could take in improving that level of knowledge. The first set of question relevant here are those on the ownership of the Manor from the Visitor Survey. Only 45.31% were aware that Kelmscott is a registered charity prior to their coming, while only 36.92% knew we are owned by the Society of Antiquaries, and just 18.75% were aware of the work that SAL undertakes. 27.69% were aware of our Friends Scheme prior to arrival. Looking at the level of awareness following a visit to the Manor we do see knowledge of our charity status raised to 72.73%, our ownership to 65.15%, the work of SAL to 31.75%, and the Friends Scheme to 63.08%. Therefore we can say with some certainty that most of those coming to see Kelmscott are not really sure of its ownership or charitable status (something corroborated anecdotally by the number of visitors arriving at the Manor flashing National Trust cards). It is clear that upon leaving the Manor the majority now know who we are owned by, if not what those owners actually do, and so we are to some extent doing a decent job of educating visitors once they have arrived. But we clearly still have work to do, not only in making information of these things more readily available to potential visitors, but also in conveying this knowledge at the Manor itself. The fact that even 1% of visitors are leaving Kelmscott not knowing who we are owned by is something of a shame. If we are to foster awareness of Kelmscott as an estimable attraction, awareness of its ownership, aims and ethos are important.

That said, this lack of awareness clearly does not discourage people from coming. Not knowing who SAL are does not stop people visiting William Morris's old house. As we saw above, word of mouth is the most common way in which people become aware of the Manor, and details such as ownership are unlikely to be central to any recommendation. However, if the Manor is looking to expand its

marketing initiatives, then this would offer a prime opportunity to increase awareness of the Manor's ownership and work.

Awareness of other aspects of the site is, regrettably, similarly low. Only 13.56% knew in advance about the exhibition, while only 13.04% were aware of the artist in residence prior to visiting. If these events and initiatives are to be properly successful, then they should be better publicised to potential visitors. What's more, only 33.86% visited the artist in residence, which is probably in no small part down to people not knowing about her being there. Even if people are not made aware of these features of the site prior to their visit, they should at the very least be told about them on the gate as they arrive, to make sure there is maximum uptake of them. One of the best ways in which the Manor will be able to attract repeat visitors (especially seeing that, as we know from above, most live relatively locally) will be the well-advertised hosting of a changing set of exhibitions and artists. In other aspects of the site just 23.47% were aware of the online shop, 38.46% knew about the maps of the village, and only 25.86% had known about the cakes made to William Morris's recipe available in the shop and tearoom. 63.54% said that they were either 'Very' or 'Quite likely' to make use of the online shop, 82.54% that they felt the printed maps would add to their experience of the Manor, and 70.71% that they would be interested in buying produce such as the William Morris cakes in future. This is clearly a situation of potential interest going unexploited. At the end of the day, each of these three services/offers run by the Manor is a potential income source, but to be effective as such, awareness needs to be increased.

Finally, there is the Manor's website. Encouragingly, 95.71% of those that made use of it found it easy to navigate and 94.03% found all that they were looking for on the website. Some issues and areas for improvement were raised but these will be considered in the following section. Suffice it to say the website is by and large serving its function of providing guests the information they require to organise their visit to Kelmscott. However, only 53% of visitors made use of the website prior to their visit. The website will (in opposition to telephone) likely become over time the primary means of researching the Manor prior to visits, and as such we need both to encourage potential guests to visit it, and make sure it both convinces people to come and provides all the information they require (among which I would include information on exhibitions, maps, the artist in residence etc.) to arrive at Kelmscott prepared and informed.

### Question 3: What are we doing right?

The question of what we are doing right or, in other words, which aspects of the Kelmscott Manor experience are most highly appreciated, praised or valued by visitors, is an important one for highlighting the strengths of the Manor as an attraction, and should help provide inspiration and guidance with those aspects of the site we might identify as functioning less well or garnering less recognition. Knowing in what areas the Manor fares best, we can identify how to bring other areas up to standard, but we can also, equally importantly, be sure of what not to change about the running of Kelmscott.

The obvious starting point is the house itself. The most common response to the question of what people most enjoyed about their visit (see Table 2p), was 'the house' itself, with 'Morris' works and designs', and the 'contents and furnishings of the house' coming in third and fourth highest. The second highest answer was 'the ambience, tranquillity, quiet etc.', and indeed this ties closely into the

house itself which, as Morris himself observed, seems almost risen from the landscape itself. This is clearly a special house, in a very special location and the focus of our efforts as the organisers, managers, volunteers and administrators of the Manor should always be on keeping the house as central to the experience of Kelmscott as possible. Looking at the questions on the house itself, 51.56% rated the display and interpretation of the collection as 'Excellent', with 95.31% rating it either 'Excellent' or 'Good' (with the averaged scoring system, this category came out with 3.47 out of 4 or 86.7% out of 100). The quality of the written information fared similarly well, with the 'Excellent's at 46.88% and 'Good's on the same (giving an average of 3.47 or 85.16%). The house, then, is clearly held highly in people's estimations. The collections are clearly enjoyed, the information (both in nature and quality) is praised and the route through the house was considered satisfactory by nearly all (96.75% to be precise). If there was one aspect of the Kelmscott Manor experience to feel more or less content with then it is the house.

That said, some improvements may be possible. The data on the responses to the question of what extra information could be provided in the house do not feature above as there simply are not enough answers (and within that, even fewer that fall into common themes) to provide any kind of statistical significant or reliable data set. However, as good suggestions need by no means to be made by multiple individuals, some responses are listed here, to provide some points of consideration for the management of the Manor. They include:

- ❖ Recorded or audio commentary
- ❖ More samples than the two wallpaper books currently available
- ❖ More information provided on panels throughout house
- ❖ Identities of people in photographs
- ❖ Labelling of objects themselves, to provide more specific information on the pieces
- ❖ Information on or exhibition of the company, and the actual methods and techniques of manufacture, printing, embroidering, dyeing etc., with materials on show
- ❖ More information on Morris's political activities
- ❖ More information on Morris's role in the Arts and Crafts Movement
- ❖ The family and domestic life
- ❖ A timeline of Morris's life and events relating to the Manor
- ❖ Morris's history or story
- ❖ Signs on the rooms themselves to aid orientation

No doubt these opinions will have counter arguments. For instance, more information panels or labelling of objects feel somewhat like steps to negate the role of the room guides in providing additional information; the fact that people would rather not engage with the guides is arguably a loss on their part and not ours. Similarly an audio guide, in many ways paralleled by the role of the volunteers, makes them and their knowledge somewhat redundant. However, the suggestions above do provide some inspiration at the very least for potential developments the Manor could take, some of which will be taken up and discussed further in the Future Directions section.

The defence of the volunteers made above is not simply a personal one; they, like the house, consistently come up in the surveys as among the most important and impressive parts of the visitor experience. Looking at the 'First impressions' question from the Visitor Survey, 'friendly staff' is the

most common answer after those relating to the Manor itself and the ambience of the site, with 12% of the given responses, while 'warm welcome' follows on a not insignificant 6.9%. The volunteers also rank quite highly among the most enjoyed parts of people's visits, appearing in 7% of responses, again only superseded by responses including the house itself, the gardens, the collections and the ambience of the site. Though not shown in the data section above, 98.35 of the responses to the question 'when needed were staff and volunteers visible and informative' were 'yes', while the service provided in the tearoom (46% 'Excellent', 50% 'Good') and the shop (29% 'Excellent', 60% 'Good') are among the highest scoring aspects of both those facilities respectively. On the evidence collected, the volunteers are invaluable to ensuring positive visitor experience in the house itself and throughout the other aspects of the Manor experience, and as such, their knowledge and contribution should be fostered and preserved whatever changes may be implemented by the Manor over the coming years.

The exhibition seems to have been a popular undertaking by the Manor. First and foremost, an estimated 77.95% of visitors in visited the exhibition during their time at Kelmscott. On the questions from the Exhibition Survey, 45.24% rated it 'Excellent' overall, with 52.38% rating it 'Good'. On the accessibility of the information, 45.78% selected 'Excellent' and 50.60% 'Good', while for the amount of information, and presentation of the space, these ratings amounted to 40.48 and 53.57%; and 40.00 and 51.76% of responses respectively. 86.42% said they would visit another exhibition in future, 97.59% felt it added to their experience of the Manor. That 45.33% said they would like to be notified about further exhibitions seems to me a success and not a failure, considering how reticent people often are about signing up to mailing lists or receiving email updates. The success of *Jane Morris and Friends at Kelmscott Manor* should serve as a precedent for a hopefully long running series of visiting exhibitions covering a range of topics relating to Morris, his family, Kelmscott itself, and the wider cast of characters which feature in the story of the Manor.

Looking at the shop and the tearoom, there are elements of both facilities that would appear to be functioning well at this stage. The shop and tearoom are visited by 88.9 and 81.4% of visitors respectively (though it should be noted that only around 60% of visitors to the shop actually make purchases), a very solid uptake which leaves only little room for improvement. The tearoom, however, fares better than the shop on other questions. On the main Visitor Survey the tearoom received 'Excellent' and 'Good' ratings in 48% of responses respectively (thus totalling 96% of all responses), while the shop received 30.9% of responses valued 'Excellent', 23.6% 'Good' and 23.6% 'Satisfactory'. More will be said on the shop below. The tearoom did especially well on ratings of food quality (95% 'Good' or 'Excellent' and an average out of 4 of 3.42, or 85.4% out of 100), and service (87% 'Excellent' or 'Good' and an average of 3.31 or 82.6%), as well as overall experience which came out with an averaged rating of 3.24 out of 4, or 81.09% out of 100. Quality fared well in the shop as well, receiving 41.8% 'Excellent' scores and 50.49% 'Good' (for an average of 3.32 out of 4, or 82.9% out of 100). 93.75% said they would visit the tearoom in future, with 92.71% saying the same of the shop. On the question of importance to one's visit, the tearoom was considered 'Very important' by 32.73% and 'Quite important' by 54.55%, whereas the shop received 13.11% 'Very important', 40.98% 'Quite important' and 39.34% not very important'. We can say then that in many ways the shop and tearoom function well. The produce and products available are considered of high quality and a great majority visit, and would visit again, both the tearoom and shop. The tearoom also fares very well on overall experience and service. There is definite room for improvement, as will be covered



below, but we can be sure that we are working from a solid base line of high visitor uptake, and relatively high satisfaction with these facilities.

## Question 4: Where is there room for improvement?

Although, as shown above, there is much that the Manor is currently doing well, the audience research has also highlighted areas where there is scope for improvement, development and alteration. Car parking is one of the concerns which have been raised by the management at Kelmscott. The responses from the surveys show that audience perception of the car parking facilities is not overly negative, but leaves ample room for improvement. Asked to rate the car parking facilities, 20% of audience responses were 'Excellent', 50% were 'Good', 26.7% 'Satisfactory' and 3.3% 'Poor'. To many it seems the walk from the car park is not too onerous, especially considering the picturesque nature of the village, and the ample time most visitors seem to set aside for a visit to the Manor. As above with the suggestions for more information in the house, the responses to the question of how we could improve the car park are simply not numerous enough to be usefully presented in table form, but some of the main responses are listed below. They include:

- ❖ A closer car park/a shorter walk to the site (mentioned four times)
- ❖ More and/or clearer signage to and from the car park (mentioned seven times)
- ❖ Printed maps to direct people to and from the carpark (mentioned three times)
- ❖ Better signage for disabled drop off (mentioned three times)
- ❖ A turning area for tour busses (mentioned once)

The fact that the walk was long but actually enjoyable because of the setting was mentioned twice, and the sense that emerges from the data here is that it is less the distance, and more how this distance is managed, that causes annoyance on the part of visitors. This is an important point for informing how the Manor proceeds in attempting to address its car parking facilities. The potential ways in which this situation could be improved are explored in the Future Directions section below.

One recent attempt to address the parking situation has been the production of a coloured map of the village which highlight points of interest whilst also providing directions between the Manor and the car park. Based on the results of the Visitor Survey, 82.54% of visitors feel these maps would add to their experience of the Manor, but sadly only 38.5% of people were aware of the maps' existence. The Manor should therefore consider steps to improve awareness of the availability of the maps, perhaps including making them available at the car park itself rather than just at the Manor.

There was in fact no question included on the surveys about whether the presence of cars in the yard negatively impacted on audience experience of the site. The issue was raised twice in the responses to the question of how the initial Manor experience could be improved, but it would seem that it did not play sufficiently on people's minds for many to raise it as an issue. In the absence of solid data on this question, it falls somewhat to the Management to decide whether the cars should be removed from this space in future. It is unlikely to have a negative impact, removing vehicles from the main yard, but if levelled against other concerns, this one would seem at present not overly pressing.

Another one of the concerns previously raised by the management is the state of the tearoom and shop, both of which are deemed not fully adequate, especially in terms of size for the tearoom, and range of



goods for the shop. The question of expanding the tearoom is, however, a tricky one, for looking at the responses to the Tearoom Survey, 35.14% rated the seating provision as 'Excellent', with 42.34% rating it 'Good', while only 43% believed it would benefit from an expansion. There is, though, an important caveat here. These data were collected during late August and early September, in a summer which has been unusually warm and sunny, meaning that the lawn and tearoom combined provided, on the whole, sufficient space and seating to accommodate all tearoom users. We must consider that earlier and later in the season, or in a wetter summer generally, the tearoom proper will likely be unable to deal with the large numbers hoping to sit inside rather than out. This must therefore be taken into consideration when interpreting these data, and when deciding on what future action to take on the size and layout of the tearoom.

The areas in which the tearoom struggled were those of drink range and quality, which (although rated 'Good' by 53.85 and 62.07% respectively) fared less well than food quality and service. Food range looks like a space for some improvement also; however, at 26.05% rating it 'Excellent' and 57.98% 'Good' the need is perhaps not urgent. The main suggestions for improvement of the tearoom included faster service and better coordination of staff, separate counters for food and just drinks, more space, comfier chairs or cushions, an extended lunchtime, greater sandwich range, more soft drinks, teacakes, pasta, healthy snacks and better coffee selection (though this is likely down to a broken machine during one day of surveying). The other concern raised was that of cost, with 32.20% rating the tearoom 'Quite Expensive'; however, 65.25% believed it to be 'Reasonably priced' so whether adjustment really needs to be made it open to question. It is of course down to the management as to which changes, if any, are desirable and or workable, but it seems of the whole that the tearoom functions well, and may be in need of only a few minor adjustments to service and the range of food and drink available.

The shop fares slightly less well. The pricing of the shop performs worst. It was rated 'Excellent' by only 4.85% of respondents, with 52.43% rating it 'Good', and 39.81% calling it 'Satisfactory', which in reality translates into 'quite expensive'. On the numerical average system this equates to 2.54 out of 4 or 63.54% out of 100, leaving ample room for improvement. The size and layout of the shop come in just above the pricing, at 2.68 and 2.76 out of 4 respectively (or 67 and 69% out of 100). Service and quality of the products do best, earning 3.32 and 3.18 out of 4 respectively (or 82.88 and 79.41% out of 100) with the range, display and overall experience of the shop falling in between these ends of the scale.

Based on the Shop Survey, around 61.3% of all visitors to the shop made purchases, a figure which could no doubt be improved through effective stock and pricing choices. On the question of what we should stock in the shop, 'Items relating to the Arts and Crafts Movement' and 'Items related to specifically to Morris' unsurprisingly came out on top, appearing in 55.56 and 44.33% of answers respectively. Similarly unsurprising was the appearance of 'Items not relating to Morris' in only 6.67% of answers. One of the interests of the management at Kelmscott is the possible stocking of locally produced hand-made crafts, inspired by or in the spirit of Morris, something which a significant 43.33% of respondents selected as a product type they would like to see more of, while 'Items relating to the Manor' was selected by 38.89% of respondents and 'Items relating to the Pre-Raphaelites' by 34.44%. On the question of what book topics people would like to see more strongly represented, the Arts and Crafts, and Pre-Raphaelite, Movements came out on top, appearing in 48.94 and 40.43% of all responses. Morris's writings and political activities followed close behind with 38.30% each, while

the wider Morris family and contemporary crafts came in lower down at just 19.15 and 14.89% respectively. These responses are developed in the Future Directions section into some suggestions for the possible reorganisation of the shop and its stock.

The responses to how the shop could be improved are laid out in Table 2j, and include it being bigger; less expensive; laid out better; stocking hand-crafted goods and William Morris products; and payment being faster. As with many of the qualitative responses laid out above, these do not carry as much statistical weight as some of the quantitative measures but may still be useful in providing inspiration for choices taken in future by the management of the house. As discussed above, awareness of the online shop is not very high, but the number of people quite or very likely to use it once they were informed about it is encouraging. The shop, then, has some work to do in encouraging more people to make purchases, chiefly by considering what to stock and how to price it, as well as examining ways of increasing awareness and uptake of the online shop.

The issue of age suitability is a contentious one at Kelmscott. The question in the Visitor Survey on whether or not the Manor was suitable for all ages returned results of 57.26% for 'Yes' and 42.74% 'No'. First of all, these results are problematic as many responses were made by people to whom the age suitability of the site was of little concern (e.g. middle aged people, not bringing children or elderly relatives) and so more likely reflect, in part, a consideration of how suitable they find the Manor personally for their age group. But to complicate things further, even among those that answered 'no', there was little unanimity as to what measures should be taken to address the situation. Some felt that the Manor is inherently unsuitable for younger children, but that this is not really a problem as all attractions will have a more naturally suited age group, while others argued that more should be done to encourage families with children, such as practical artistic activities for kids inspired by the designs and methods of Morris. The problem, if indeed it is one, is therefore one for the management to consider long and hard as moves to improve the experience of children could have potential negative impacts on the enjoyments of other visitors (and, indeed, vice versa).

## Part Five: Future Directions

This section lays out some of the potential projects, developments and alterations that the Manor could undertake over the coming years, based on the evidence gathered from the audience research laid out above. The section is broken into three parts: The Short Term; The Medium Term and The Long Term.

### The Short Term

The suggestions in this section are those which could feasibly be taken in the coming year, specifically during the coming closed season. They represent a set of possible projects which could be set up now and, though in some cases run only for a short period, mostly be continued well into the future.

One of the first things the Manor may want to think about is conducting some kind of surveying program in the local area. As was shown above, the majority of the visitors to Kelmscott come from the two counties on the borders of which it stands. However, we can be sure that there are equally many, if not more, living and holidaying in this area who have not visited the Manor. Furthermore, the project undertaken this summer, though invaluable, only had those who actually came to the Manor as a research base, and so has provided little to no evidence as to why some people *do not* visit Kelmscott, and the ways in which they may be encouraged to do so. A postal survey, an online survey, or else enlisting the help of the volunteers to distribute surveys in their local area would be some of the ways in which this research could be undertaken, and such a scheme could expose some of the areas in which the Manor can improve its advertising, outreach and renown in the Cotswolds region.

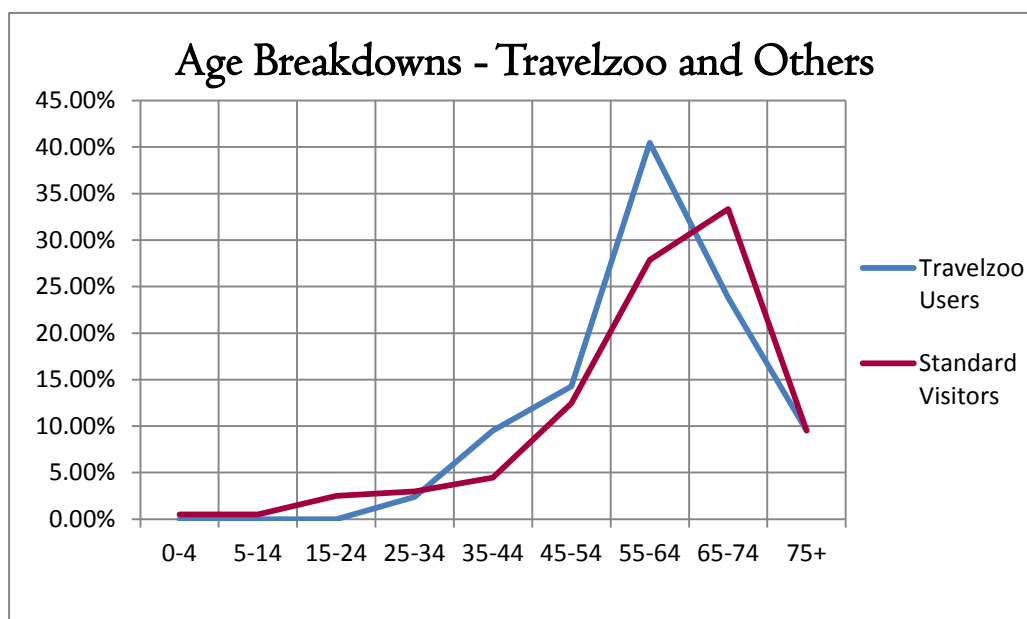
Though it may be slightly late to organise for this year, from investigation of the shop and how it can be improved, and through consideration of how the Manor can increase awareness and encourage repeat visitors, one idea that has come up is that of a Christmas market or fair held on the lawn by the shop and tearoom in early December. The shop could be opened (with stock possibly augmented with Christmas gifts and local crafts), the tearoom could provide mince pies and mulled wine etc., and the lawn itself could play host to a small number of market stalls selling a range of foods, clothes, crafts and so on, in the spirit of Morris's ideas of workmanship. Whether this be a one day, weekend, or week long venture, it could provide a potentially lucrative opportunity for the Manor to continue to raise money during the closed season, and to foster awareness of the shop and tearoom as not only parts of the Manor experience but high quality outlets in their own right, especially if other steps are being taken to alter the make-up of the shop, as will be discussed below.

The coming closed period also provides a good window of opportunity to set up a series of online surveys, covering a range of topics. For instance, a survey on the online shop could be designed to ask about how the user heard about the shop, what products they would like to see it stock, whether or not they have visited the Manor, whether they would use the shop in future, and so on. An important point of interest for the management is the potential monetary support of foreign enthusiasts, who may or may not have visited the Manor, and a survey (a draft version of which appears in the Appendices) designed to attract such potential supporters could prove effective if implemented through the website. Other surveys could potentially be implemented this way, such as on the website itself, its navigability, quality of information, layout etc., or else a survey (such as the section featured in the Visitor Survey)

on awareness of ownership of the site, its charity status and so on. These surveys could augment and develop the evidence gathered this summer, and provide a sustained data collection source well into the future.

A slight redesign of the website may also be something possible to undertake over the closed period. The website should provide clearly and engagingly all the necessary information for those planning a visit, and features that we want to advertise, such as the artist in residence, visiting exhibition, printable maps, the Friends Scheme and the open days, prices and entry system, not to mention our ownership and charitable status. Furthermore, the online shop could in this period be expanded, stocking a wider range of products, and also becoming a place to advertise (as will be discussed below) the new crafts and goods becoming available in the actual shop at Kelmscott.

The closed period also represents a prime opportunity to review the success of the Travelzoo offer which has been running since early September. The Audience Research Project did not quite enough in looking at Travelzoo users. According to the Demographic Survey, about 17.28% of all visitors (in the period since they became available) made use of them, a not insignificant number. But a more precise assessment of how, if at all, the users of this offer differed demographically from the usual visitor



intake was not possible to great extent. The graph above lays out the age breakdowns of those using, and not using the Travelzoo offer, and it seems clear that there is a visible age difference, namely a general shift towards slightly younger, and likely more computer-literate, visitor base. The success of this offer, and whether it has attracted demographics previously less well represented at Kelmscott seems likely, and the coming closed period will provide an opportunity for the Management to decide how to maintain and develop the interest of those groups in future (an issue about which some suggestions are made below).

The artist in residence and exhibition are both undertakings which should be continued into the future, especially based on the positive feedback received above, and the groundwork for their continuation will have to begin in the coming closed period. The main problem identified in the previous section

was one of awareness. Both the exhibition and artist should be well advertised, on leaflets, on the website, and actively by the staff on the gate when visitors first arrive at the Manor. A suggestion made by several survey respondents, and previously discussed by the management, is the selling of items made by the artist in residence in the shop, something which could prove lucrative, raise the perception of the shop and help establish a sense of the shop being, as discussed above, a point of call for craft items, gifts and books among inhabitants of the local area in its own right. The exhibition space should over the next couple of years (and beyond) play host to a number of exhibitions on a range of subject matter. As shown above, a range of interests exist, from the Pre-Raphaelites to Morris's legacy today, from the Writings and Poems of Morris, to the fabrics and paintings of Morris and his contemporaries. The Marigold Room provides a flexible space where a range of interactive, photographic or gallery-inspired exhibitions could be hosted. Books or guides to the exhibition could also be made available in the shop, while both the exhibitions and the artist in residence could be the focus of several talks given at the Manor, the Memorial Hall, or even in village halls in the local area, to further advertise and explore the crafts and topics on display.

Finally, the coming closed season provides an opportunity to consider some of the ways in which the ticketing system at Kelmscott can be adapted to increase repeat visits, recommendations and, at the end of the day, income. For instance, a type of season ticket could be introduced, which could provide unlimited (or possibly multiple) entry into the Manor over one open season. As seen above, only 6.3% of those asked expressed an interest in becoming Friends of the Manor, but the yearlong, subscription-like nature of this initiative may well be unattractive to the more casual visitor. A ticket for repeated entry, bought through a one off payment at the ticket office with no further obligations may be more appealing. Or else there could be reduced rates for visitors who return with a friend, requiring them simply to present their previous ticket in exchange for a discount. Of course, future voucher offers are also a possibility. In these ways we can hope to encourage more repeated visits, increase the spread of awareness about Kelmscott, and even encourage visitors who may not otherwise have been tempted to visit.

## The Medium Term

These following suggestions are for projects or developments that may take one to two years to be fully implemented, and thus represent more substantial, lasting investments than those above. Most, if not all, are recommended to be sustained into the long term.

Firstly, there is the issue of signage. Over the next year or two, a resolution should be sought with the signage provided either side of the Oxfordshire-Gloucestershire border, to ensure the Manor is easily locatable when travelling from either direction. Brown signage on the Oxford side is apparently on its way but Gloucestershire really needs to be covered also to make the system properly effective, but of course this may only be possible when funds become available. Signage in the immediate area of the site is also an important investment. As seen above, many visitors complained about inadequate signage to and from the car park, to and from the Manor itself, and to the drop-off and disabled parking areas. As discussed above, the walk from the car park is, for most, not actually much of a drawback, but this still means the relationship of the house to the car park, and the directing of people between the two is vital. The maps that have begun to be provided are a good idea, but really these need to be made more



clearly available online, as well as in the car park itself, as their only being available at the Manor somewhat negates the very point of having them.

Further to the above, the covered wooden billboard currently standing in the car park is not very well maintained, and if possible it should be brought forward, made more visible, and more regularly updated with events, information and the maps of the village. There are of course problems to overcome with the leasing of the field but if these can be overcome in the next couple of years the car parking experience will likely be much improved for visitors. If the walk from the car park can become not just a slightly frustrating interlude but instead an introductory experience, highlighting the impact of the Morris family on the very fabric of the village they came to call home, then how much more engaged are visitors going to be by the time they arrive at the Manor.

Finally on the issue of parking, the staff and volunteer cars currently parked in the front yard would ideally be moved over the coming years. Whether this is done by simply increasing the number of cars in the meadow, encouraging staff and volunteers to use the main visitor car park, or else attempting to secure a field closer to the site which could be used is of course for the Management to consider, but leaving the space there empty would both have a positive impact aesthetically for the site, and provide an excellent space for drop-off and turning round for people who are looking for the main car park. The Manor could also look at the possibility of making that yard a short-stay car park, especially if an effort is to be made to make the shop and tearoom points of interest in their own right, which customers could visit in isolation without going into the Manor.

A continuation of the artist in residence program, as outlined above, could also form the basis for an ongoing initiative by the Manor to engage with primary (or the younger years of secondary) schools in the local area. Visiting schools and giving practical lessons and experiences in some of the crafts practiced by Morris, followed by visits to the Manor and even displays or projects such as that undertaken by Sasha Ward this year with the cardboard houses, could be featured at the Manor, or even presented by the children at an afterschool event for parents. The benefits of such a project, beyond the clear educational and developmental rewards for the children, would be, as focussed on above, broader awareness of the Manor, a sense of its engagement in the local community, and likely the visits of a number of parents, to see their children's work on display. As demonstrated above, the number of children visiting the site is relatively low, and as discussed the problems of overcoming this on normal visitor days are substantial, with many visitors feeling the site simply isn't for children. The benefits of a program such as this would be that the children would be introduced to the Manor in a controlled way, the experience would be augmented and tailored to their interests and needs, without impacting on other visitors, and interest in the Manor would likely spread far beyond just the children involved. A partnership with a few schools, maybe changing on an annual basis, could be an important and rewarding step for the Manor to take.

The tearoom could undergo some minor improvements in the coming couple of years (with more major ones in the longer term as discussed below. For example, a separate queue for those just ordering drinks from those purchasing food as well could ease some of the congestion in the tearoom itself. A greater number of umbrellas outside could provide a temporary solution to the problem of overcrowding on wetter days and into the autumn. Some changes (or at least additions) could also be made to the produce available. Food that emphasises links to the social area is likely to be popular, such



as local breweries, butchers, farmers and bakeries etc., as well as more products relating to Morris himself. However, on this last point, price is most definitely an issue; the tearoom is already considered a little expensive by a significant proportion of visitors, and the William Morris recipe cakes were among the worst offenders. The idea is a popular one, as shown by the 71% who expressed interest in the Tearoom Survey, and so if they can be made more affordable, they could prove very popular. Also, consideration of a slightly longer lunchtime period, and some of the food and drink suggestions presented in the above sections would be recommended.

The shop similarly could over the next couple of years undergo something of a change in focus. The results of the Shop Survey show significant interest in products inspired by or based on the designs of William Morris and the Arts and Crafts Movement, and handmade craft items. The range of Morris designs on show could be expanded, and in general, where possible, prices could be lowered slightly. But a real focus should be the provision of a range of craft items, jewellery, ceramics, embroideries and so on, handmade locally and in the spirit of Morris's aesthetics and work ethic. Works made or commissioned by the artist in residence should also be made available, and these products should be displayed with clear descriptions of the inspiration of or link to Morris and Kelmscott which they embody. The range of books could do with some alteration, with the works of Morris himself; the Arts and Crafts Movement; and the legacy of that movement and Morris himself chief among the topics represented. The shop could also over time come to stock samples of Morris and Co. wallpapers and fabrics, produced through Sanderson, to whom interested visitors could be referred. All of these suggestions are made in the belief that the shop could become a point of interest in its own right, and worth a short drive from somewhere in the area to view the crafts, gifts, fabrics and books available.

## The Long Term

The long term goals outlined below are those which will require a sustained period of hard work to achieve, and will likely take several years to implement and see the results of. They do, however, represent achievable goals that could have a measurable and valuable impact on the Manor's future success.

One of the most seemingly simple questions posed by the Audience Research Project was 'who does and does not visit Kelmscott?' The problem comes with the inevitable follow-up question of 'how do we get those people to visit who otherwise would not?' Some of the suggestions made in the Short and Medium Term sections attempt to overtly deal with this issue, but in many ways all the suggestions so far offer something to the problem. School visits would attract more children and their families; further voucher offers or return ticket offers could attract the more casual, and quite likely younger, visitors; alterations to the shop would encourage repeat visits and, if the stock is targeted well, a younger demographic. However, some more lasting and far reaching changes and developments could also be made, suggestions for which are outlined below.

The project that could really underpin this long term plan is the alteration of the attic spaces. Time and again visitors mentioned in conversation and in surveys that the attics were underused – it did not actively detract from their visit by they felt that more could have been done with them. Another common response was that there should be more information on Morris's crafts themselves, the processes, materials and products of the Company of which Morris was the head. Other common suggestions were a greater focus on Morris' politics, his personal history, and his writings. The house,

at the end of the day, attracts people most with an interest in Morris, and the general sense is that some feel that he as a character is not fully explored throughout the Manor. The room guides are somewhat more a catalogue of objects than a narrative or thematic exploration of the house and the life of the man who fell in love with it. Therefore, a possible major response to these concerns could come with the conversion of the attic spaces into an exhibition that more thoroughly explores Morris himself. Panels, such as currently hang in the barn, could be set up in the vaulted rooms to explore those aspects of Morris currently underrepresented at the Manor: his politics and activism; his prolific writing career and the works he produced; his company, and the products and methods they pioneered and refined; and his connection to the house. Newly discovered archive material could find a home here, including letters to his colleagues in the Socialist League, while a section on the company would provide the perfect opportunity to demonstrate practically the processes Morris used.

Fabrics could be shown at the different stages of dyeing, embroideries could be shown in states of design, progress and completion and wood could be presented through the steps of carving. Such a display would surely engage child and parent alike, those with an interest in art, and those seeking to understand the practical techniques. To be blunt this type of display could well appeal to the men who are currently underrepresented at the Manor by providing a more tactile and practical assessment of Morris's work than a purely aesthetic or stylistic one.

His politics could be traced through the stages of his life, and the part played by Kelmscott in the story could be highlighted. His works too, could be explored through the years of his life, with *News From Nowhere* receiving perhaps special attention for the formative role Kelmscott must have played in it. A board dealing with Kelmscott's influence on Morris's designs would root the man in the Manor and provide a more tangible way in for visitors, into the connection Morris felt to the land here.

In short, a redesign of the attics to make them a permanent exhibition space, exploring the life and works of the man through whom the house has become the attraction it is today, would attract a broader range of visitors than is perhaps currently engaged by the collections alone at the Manor. It would of course be a lengthy and likely expensive project, but the potential benefits could be huge for visitor experience, returns to the Manor, publicity (come the opening of it), and funding and eventually income.

Other strategies could also be taken to increase turn out from those currently underrepresented. An advertising campaign targeting special-interest magazines, such as history, country life or crafts magazines, would further spread knowledge of Kelmscott, while engagement with student media, such as university magazines or newspapers, could see the Manor reach a mostly unexploited audience. Unlike young children, student age visitors would not require any great alterations to the visitor experience, and as shown above, they do seem to visit the Manor in slightly greater numbers than children anyway. With art and history at school, and art, history and art history at university, not to mention the presence of general interest in the surrounding area with universities such as Oxford or Oxford Brookes, there is a large cohort of young people the Manor could attract, and by working with the Thames Valley Country House Partnership, currently run out of Oxford university, the potential for the Manor to expand its visitor base into the student population seems great.

In other areas, the Manor could look to explore and strengthen its relationship with the other historic buildings related to William Morris. Though the William Morris Gallery, Standen, Wightwick, Red House and the V&A all represent quite different organisations and histories, there may be potential over the long term for these attractions to bring together their common connection to Morris and work on producing something akin to a William Morris Trail to link them. This could take the form of a guide book, a display or even an online initiative made apparent at each of the venues, which introduces the visitor to the attractions linked to Morris, gives a brief history of their connection to the Manor, and provides details of when and how to visit, as well as contact details of the respective sites. In this way we can tap into the interest in Morris which may prompt someone to visit Red House, but which may otherwise not have prompted them to visit anywhere else, especially because of lack of awareness. Especially in light of the Manor's somewhat outsider position, being not owned by the National Trust when several of the other properties are, the potential to unite our interests could be a rewarding long term goal.

The questions surrounding the tearoom's need for expansion or relocation are ones to consider over a long period, in light of evidence and through careful consideration of the costs of this and other initiatives which may result in more noticeable benefits. As discussed above, the research carried out this summer did not highlight the tearooms size as an immediate concern, but likewise, as stated, the weather has been favourable and pressure on seating has not surfaced as a result, but may well do in wetter months. The decision thus rests with the management as to how to proceed with building developments.

Finally, there is the very difficult question of open days. Many guests raised the issue of the Manor only opening two days a week and suggested opening another day also. This has long been considered by the management and will no doubt require further thought. At the end of the day it comes down to a question of how many more visitors are desirable, whether opening another day will exceed this limit, and whether the staff and volunteer numbers can be sustained for an extra day. As to the first question, I would argue it would be unlikely to herald an increase in visitor numbers equivalent to another current open day's intake; it seems more likely a slight increase would occur with a more even distribution across the three days. However, issues of staffing are more difficult. It could perhaps be argued that one volunteer in each room may be excessive, for instance the Screens Passage and Old Hall could arguably be handled by one volunteer, as could the Garden Hall and Green Room, or both attics (especially if they were converted into the above mentioned exhibition space, where touching of exhibits no longer became a problem). However, even ensuring this number over three days could prove problematic for the Manor and there is no question this development, if it occurs at all, will do so only over the long term.

All the above suggestions are now left in the hands of the Management of the Manor. The site has undergone, and continues to undergo, a period of significant change, and this looks set to continue well into the future. It is our sincere hope that some of the data, analyses and suggestions provided in this report may prove useful and instructive in the ongoing growth, development and success of Kelmscott Manor.

Dominic Pollard  
October 1<sup>st</sup>, 2014



## Part Six: Appendices

The appendices include a copy of each of the surveys used throughout the audience research project, as well as two draft versions of surveys for potential use on the Manor's website.

### Exhibition Survey VI

Date:

Sex: ☐ Male ☐ Female

Age: ☐ 0-4 ☐ 5-14 ☐ 15-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65-74 ☐ 75+

How would you rate the exhibition?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would rate the accessibility of the information provided?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the amount of information provided?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the presentation of the exhibition space?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Would you return to the Manor for another exhibition? ☐ Yes ☐ No

What other exhibitions would you like to see at the Manor? .....

Do you feel that the exhibition added to your experience of the Manor? ☐ Yes ☐ No

What else could we have done to improve your experience today? .....

Would you like to be notified about forthcoming exhibitions? ☐ Yes ☐ No

#### Further questions

Where have you travelled from today? (town or postcode) .....

Have you visited the Manor before? ☐ Yes ☐ No. If so, how many times? .....

What are your reasons for visiting the Manor today? .....

Where did you hear about us? .....

Are you connected to us in other ways?

☐ A Friend of the Manor ☐ Society of Antiquaries ☐ Facebook ☐ Twitter

☐ Historic Houses Association ☐ Other, please specify.....

#### About Kelmscott

Are you aware that we are a registered charity? ☐ Yes ☐ No

Are you aware that we are owned by the Society of Antiquaries? ☐ Yes ☐ No

Are you aware of the work that the Society undertakes? ☐ Yes ☐ No

Are you aware of our Friends Scheme? ☐ Yes ☐ No

On becoming a Friend you will be entitled to free entry into the Manor, access to Burlington House, the Society's headquarters in London and to attend a series of outings and lectures throughout the year, as well as ensuring the conservation and preservation of the Manor.

Would you be interested in becoming a Friend? ☐ Yes ☐ No

Please provide details if you would like to entered for our prize draw and receive further information about the Manor and its future events.

Full name:

Email address:



## Visitor Survey V.I

Date:

Sex: ☐ Male ☐ Female

Age: ☐ 0-5 ☐ 6-16 ☐ 17-24 ☐ 25-35 ☐ 36-50 ☐ 51-65 ☐ 65+

Where have you travelled from today? (postcode) .....

Have you visited the Manor before? ☐ Yes ☐ No

Did you find the Manor easy to locate? ☐ Yes ☐ No

Is your visit a ☐ Day excursion ☐ Part of a vacation ☐ Other, please specify .....

What were your reasons for visiting the Manor today?

☐ House ☐ Exhibition ☐ Artist in residence ☐ Gardens ☐ In the area

☐ Other, please specify .....

Where did you hear about us?

☐ Our website ☐ Word of mouth ☐ Facebook ☐ Twitter

☐ Society of Antiquaries ☐ A tourism guide ☐ Other, please specify .....

What type of ticket did you purchase?

☐ Voucher ☐ Adult ☐ Concession ☐ Family ☐ Group ☐ Garden only

Did you Gift Aid your ticket today? ☐ Yes ☐ No

Are you connected to us in other ways?

☐ A Friend of the Manor ☐ Society of Antiquaries ☐ Facebook ☐ Twitter

☐ Other, please specify .....

Have you visited other attractions connected to William Morris within the last 5 years? ☐ Yes ☐ No

If so, where? .....

### The House and Gardens

Were you satisfied with display and interpretation of the collection? ☐ Yes ☐ No

Were you satisfied with the visitor route through the house? ☐ Yes ☐ No

Did you find the information provided informative? ☐ Yes ☐ No

Overall, were you satisfied with the physical accessibility of the house and gardens? ☐ Yes ☐ No

If on a group visit, were you satisfied with the tour given? ☐ Yes ☐ No

Further comments .....

### The Exhibition

Did you visit our exhibition *Jane Morris and Friends at Kelmscott Manor: A Centenary Exhibition* today?

☐ Yes ☐ No

Were you aware of the exhibition prior to your visit? ☐ Yes ☐ No

If so, how? .....

Did you find the information provided informative and accessible? ☐ Yes ☐ No

Would you return to the Manor for another exhibition? ☐ Yes ☐ No

Further comments .....



### The Artist in Residence

Did you visit our artist in residence today? ☐ Yes ☐ No

Did you know about our artist in residence prior to your visit? ☐ Yes ☐ No

If so, how? .....

Did you participate in any of the activities provided? ☐ Yes ☐ No

Would you return to the Manor to see another artist in residence? ☐ Yes ☐ No

Further comments .....

### The Tearoom

Did you visit our tearoom today? ☐ Yes ☐ No

Were you satisfied with the service given? ☐ Yes ☐ No

Were you satisfied with the food available? ☐ Yes ☐ No

Further comments.....

### The Shop

Did you purchase anything in the shop today? ☐ Yes ☐ No

Where you satisfied with the range of products available? ☐ Yes ☐ No

Were you satisfied with the service given? ☐ Yes ☐ No

Further comments.....

### Staff and Volunteers

Were you satisfied with the welcome that you received? ☐ Yes ☐ No

If assistance was required, were staff and volunteers visible and informative? ☐ Yes ☐ No

Further comments.....

### Friends Scheme

Are you aware of our Friends Scheme? ☐ Yes ☐ No

Would you like to join the scheme and the Manor and secure its future? ☐ Yes ☐ No

What did you most enjoy about your visit today?

.....

What did you least enjoy about your visit today?

.....

Did you find the Manor suitable for all age groups? ☐ Yes ☐ No

What could we have done to improve your visit today?

.....

Would you come back again? ☐ Yes ☐ No

Would you review us online? ☐ Yes ☐ No

Would you recommend us to a friend? ☐ Yes ☐ No

Please provide details if you would like to entered for our prize draw and receive further information about the Manor and its future events:

Full name:

Email address:

**Join us on Twitter @KelmscottManor & on Facebook**





## Visitor Survey V.2

Sex: ☐ Male ☐ Female

Age: ☐ 0-4 ☐ 5-14 ☐ 15-24 ☐ 25-34 ☐ 35-44 ☐ 45-44 ☐ 45-54 ☐ 55-64 ☐ 65-74  
☐ 75+

Where have you travelled from today? (postcode).....

Have you visited the Manor before? ☐ Yes ☐ No. If so, how many times?.....

What are your reasons for visiting the Manor today?.....

Where did you hear about us?

☐ Our website ☐ Word of mouth ☐ Social Media ☐ Leaflet ☐ Prior knowledge

☐ Society of Antiquaries ☐ A tourism guide ☐ Other, please specify .....

Are you connected to us in other ways? ☐ Yes ☐ No If yes, please specify:

☐ A Friend of the Manor ☐ Society of Antiquaries ☐ Facebook ☐ Twitter

☐ Historic Houses Association ☐ Other, please specify.....

Have you visited other attractions connected to William Morris within the last 5 years? ☐ Yes ☐ No

If so, where: ☐ Red House ☐ William Morris Gallery, Walthamstow ☐ V&A Museum

☐ William Morris Society and Museum, Hammersmith ☐ Standen ☐ Wightlick Manor

☐ Other, please specify.....

### About Kelmscott

Were you aware that we are a registered charity? ☐ Yes ☐ No

Were you aware that we are owned by the Society of Antiquaries? ☐ Yes ☐ No

Were you aware of the work that the Society undertakes? ☐ Yes ☐ No

Were you aware of our Friends Scheme? ☐ Yes ☐ No

On becoming a Friend you will be entitled to attend a series of outings and lectures throughout the year, free entry into the Manor, access to Burlington House, the Society's headquarters in London, and reduced prices in the tearoom and shop, as well as ensuring the conservation and preservation of the Manor.

Would you be interested in becoming a Friend? ☐ Yes ☐ No

### On Arrival

Did you find the Manor easy to locate? ☐ Yes ☐ No

How would you rate the car-parking facilities?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the ticketing procedure?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Did you Gift Aid your ticket(s) today? ☐ Yes ☐ No

What were your first impressions on arriving at the Manor?.....

How could we improve your initial experience of the Manor?.....

Although there is a short walk to/from the carpark, you can explore the village by using our printed maps, which provide information on the area. Were you aware of the availability of these maps?

☐ Yes ☐ No

Do you feel this would add to your experience of the Manor? ☐ Yes ☐ No

### The House and Gardens

How would you rate the display and interpretation of the collection?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the quality of the written information provided throughout the house?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor



What, if any, additional information could we provide?.....

Would you like to be able to view the collection online? ☐ Yes ☐ No

Were you satisfied with the visitor route through the house? ☐ Yes ☐ No

How would you rate the physical accessibility of the house and gardens?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

### The Exhibition

Did you visit our exhibition *Jane Morris and Friends at Kelmscott Manor* today? ☐ Yes ☐ No

Were you aware of the exhibition prior to your visit? ☐ Yes ☐ No If so, how?.....

How would you rate the exhibition?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Would you return to the Manor primarily for another exhibition? ☐ Yes ☐ No

What other exhibitions would you like to see?.....

### The Artist in Residence

Did you visit our artist in residence today? ☐ Yes ☐ No

Did you know about our artist in residence prior to your visit? ☐ Yes ☐ No If so, how? .....

Would you return to the Manor primarily to see another artist in residence? ☐ Yes ☐ No

What other crafts or artists would you like to see at the Manor?.....

### The Tearoom

Did you visit our tearoom today? ☐ Yes ☐ No

How would you rate the tea room?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How do you think the tearoom could be improved?.....

Do you think that the tearoom would benefit from an expansion? ☐ Yes ☐ No

How important would you consider the tearoom to your overall experience of the Manor?

☐ Very important ☐ Quite important ☐ Not very important ☐ Irrelevant

### The Shop

Did you visit the shop today? ☐ Yes ☐ No If so, did you purchase anything? ☐ Yes ☐ No

How would you rate the shop?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Are you aware we sell our products online? ☐ Yes ☐ No

Would you be interested in using this service? ☐ Yes ☐ No

How important would you consider the shop to your overall experience of the Manor?

☐ Very important ☐ Quite important ☐ Not very important ☐ Irrelevant

### The Manor

If needed, were staff and volunteers visible and informative? ☐ Yes ☐ No

How could this relationship be improved?.....

Have you used the Manor's website? ☐ Yes ☐ No

If so, did you find it easy to navigate? ☐ Yes ☐ No

Did you find all the information that you were looking for? ☐ Yes ☐ No

How could we improve your experience of using our website?.....

### Further Questions

Did you find the Manor suitable for all age groups? ☐ Yes ☐ No

If not, what could be done to improve this?.....

Would you be interested in attending future events at the Manor (e.g. exhibitions or talks)? ☐ Yes

☐ No

What types of events would be of most interest?.....

What did you most enjoy about your visit today?.....



What could the Manor have done to improve your experience today? .....

Would you visit us again? ☐ Yes ☐ No

Would you review us online (i.e. Trip Advisor)? ☐ Yes ☐ No

Would you recommend us to a friend? ☐ Yes ☐ No

If you would like to receive further information about becoming a Friend of the Manor, events and lectures and to be entered into our prize draw, please provide your details below.

Full name:

Email address:



## Tearoom Survey

Sex: ☐ Male ☐ Female

Age: ☐ 0-4 ☐ 5-14 ☐ 15-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65-74 ☐ 75+

How would you rate the range of food available in the tearoom?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the range of drinks available in the tearoom?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

What other food and drink would you like to see available in the tearoom?.....

How would you rate the quality of the food available?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the quality of the drinks available?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate the pricing of the food and drink?

☐ Reasonably priced ☐ Quite expensive ☐ Very expensive  
☐ Quite inexpensive ☐ Very inexpensive

How would you rate the service provided in the tearoom?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

What could be done to improve the service in the tearoom? .....

How would you rate the space and seating provision in the tearoom?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Do you think that the tearoom would benefit from an expansion? ☐ Yes ☐ No

Would you visit the tearoom again? ☐ Yes ☐ No If not, why not?.....

How would you rate your overall experience of the tearoom?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Are there any other ways you feel the tearoom could be improved?.....

Were you aware that cakes made to William Morris's recipes were for sale? ☐ Yes ☐ No

Did you purchase any of these cakes? ☐ Yes ☐ No

Would you be interested in purchasing this kind of produce in the future? ☐ Yes ☐ No

Were you aware that, as we are a registered charity, all profits from the tearoom are reinvested into the running of the house? ☐ Yes ☐ No

If you would like to receive further information about upcoming events and lectures and becoming a Friend of the Manor, and to be entered into our prize draw, please provide your details below.

Full name:

Email address:



## Shop Survey

Sex: ☐ Male ☐ Female

Age: ☐ 0-4 ☐ 5-14 ☐ 15-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65-74 ☐ 75+

Where have you travelled from today?

(postcode).....

### Shop:

Did you purchase anything in the shop today? ☐ Yes ☐ No If not, why?.....

If so, what did you purchase?.....

What other kinds of products would you like us to stock? (tick as appropriate):

☐ Items relating to the Manor and collection ☐ Items related to the Arts and Crafts Movement

☐ Items specific to William Morris ☐ Items not specific to William Morris

☐ Items related to the Pre-Raphaelite Movement ☐ Quality hand-made craft items

☐ Other, please specify.....

Are you satisfied with the range of books available? ☐ Yes ☐ No

What, if any, topic areas would you like to see more strongly represented (tick as appropriate):

☐ The wider Morris Family ☐ Morris's political activities ☐ The Pre-Raphaelite Movement

☐ Morris's writings ☐ History of the house and local area ☐ The Arts and Crafts Movement

☐ Morris & Co. ☐ Contemporary crafts ☐ Other, please specify.....

Would you visit the shop again? ☐ Yes ☐ No If not, why?.....

### Please rate the following from Excellent to Poor:

The size of the shop:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The layout of the shop:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The range of products available:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The display of the products:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The quality of the products:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The pricing of products:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The service in the shop:

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How would you rate your overall experience?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

In what ways do you think the shop could be improved?

### Website:

Were you aware that you could purchase goods from our website? ☐ Yes ☐ No

Have you purchased goods from our website? ☐ Yes ☐ No

Having visited the shop, how likely would you be to purchase products from our online shop?

☐ Very likely ☐ Quite likely ☐ Quite unlikely ☐ Very unlikely

What could be done to improve this service?.....



## Draft Online Surveys

### Fundraising and Friends:

Are you aware that Kelmscott Manor is owned by the Society of Antiquaries? ☐ Yes ☐ No

Are you aware of the work that the Society undertakes? ☐ Yes ☐ No

Are you aware that we are a registered charity? ☐ Yes ☐ No

Are you aware of Kelmscott Manor's Friends Scheme? ☐ Yes ☐ No

On becoming a Friend you will be entitled to free entry into the Manor, access to Burlington House, the Society's headquarters in London, discounted rates in the tearoom and shop, and to attend a series of outings and lectures, as well as ensuring the conservation and preservation of the Manor.

Would you be interested in becoming a Friend? ☐ Yes ☐ No

Are you aware that you can also support the Manor by making a one-off donation or becoming a Patron? ☐ Yes ☐ No

Would you be interested in donating to Kelmscott Manor? ☐ Yes ☐ No

In return for their generous gifts of £1,000 or more, Patrons receive invitations to special events at Kelmscott Manor, a drinks reception and guided tour of the Manor, private views of major exhibitions in the UK and lectures at Burlington House.

Would you be interested in becoming a Patron of Kelmscott Manor? ☐ Yes ☐ No

### Online shop:

How would you rate:

The layout and navigability of the online shop?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The range of products available?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The presentation of the products?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The pricing of products?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

The ease of purchase?

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

What other kinds of products would you like us to stock?

☐ Books and Stationery ☐ Cushions ☐ Throws ☐ Clothing  
☐ Rugs and Wall-hangings ☐ Dining ☐ Bags ☐ Accessories  
☐ Kelmscott China ☐ Kitchen ☐ Quality handmade craft products

☐ Other, please specify.....

What are the main topic areas you would like to see represented by our range of books?

☐ The wider Morris Family ☐ Morris's political activities ☐ Morris's writings  
☐ The Pre-Raphaelite Movement ☐ History of the house and local area  
☐ The Arts and Crafts Movement ☐ Morris & Co. ☐ Contemporary crafts

☐ Other, please specify.....

Would you visit the online shop again? ☐ Yes ☐ No

If not, why not?.....

Did you purchase anything in the shop today? ☐ Yes ☐ No

If not, why not?.....





**Survey for foreign visitors to the site:**

Have you ever visited Kelmscott Manor? ☐ Yes ☐ No

How likely would you be to visit the Manor in the next year?

☐ Very likely ☐ Quite likely ☐ Quite unlikely ☐ Very unlikely

If you are unlikely to visit us in the next year, why is that?.....

Even if you are unable to visit, there are several ways you can help us continue to preserve and present the house and possessions of William Morris.

Are you aware of Kelmscott Manor's Friends Scheme? ☐ Yes ☐ No

You can become a friend for a donation of £30 a year. On becoming a Friend you will be entitled to free entry into the Manor, access to Burlington House, the Society of Antiquaries' headquarters in London, discounted rates in the tearoom and shop, and to attend a series of outings and lectures, as well as ensuring the conservation and preservation of the Manor.

Would you be interested in becoming a Friend? ☐ Yes ☐ No

Are you aware that you can also support the Manor by making a one-off donation or becoming a Patron? ☐ Yes ☐ No

Would you be interested in donating to Kelmscott Manor? ☐ Yes ☐ No

In return for their generous gifts of £1,000 or more, Patrons receive invitations to special events at Kelmscott Manor, a drinks reception and guided tour of the Manor, private views of major exhibitions in the UK and lectures at Burlington House.

Would you be interested in becoming a Patron of Kelmscott Manor? ☐ Yes ☐ No